



**“Find the Best –  
Competency-based recruitment in public  
administration”  
526958-LLP-1-2012-1-PL-LEONARDO-LMP**

**WP2 - Comparative analysis  
of requirements**

**COMPARATIVE REPORT  
ON FEASIBILITY OF  
IMPLEMENTATION OF  
FTB PROJECT  
ABSTRACT**

2013

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# **COMPARATIVE REPORT ON FEASIBILITY OF IMPLEMENTATION OF FTB PROJECT**

## **ABSTRACT**

**WP2 - Comparative analysis of requirements  
Deliverable n. D2.2**

**Responsible:**

Municipality of Gazoldo degli Ippoliti

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## SUMMARY

The abstract from the comparative research presented here within the project Find the Best – Competency-based Recruitment in Public Administration” attempts to line up in a single mode of comparison some of the basic guidelines for the processes of recruitment in the Municipalities in partner countries.

The full version of the comparative report (also available at project website: [www.findthebest-ftb.eu](http://www.findthebest-ftb.eu), English version) and the abstract were prepared on the basis of National Reports developed by each Project Partner. In six countries (Poland, Italy, Austria, Czech Republic, Spain and Greece) research embraced elements of desk research, focus groups interviews or individual interviews, that were basis for development of national reports.

The full comparative report gives a view, country by country, on details of such aspects as the perception of the municipality by internal workers and the citizens, recruitment, selection and placement procedures, legislation. In this abstract we present the essence of the topic, summarizing observations in each of the six partner countries and focusing on common points and differences, good practices and critical elements. The SWOT analysis at the end of document is a preliminary step to find some good and useful practices to propose, when implanting the model “Find the Best” in the later project phases.

In both documents, in some chapters, we prefer to follow the official documentation in the single national researches trying not to change the concepts expressed by each member of the project. In these cases texts are quotations from the National Reports.

## PART I THE PLACE OF MUNICIPALITY IN THE STRUCTURE OF PUBLIC ADMINISTRATION

### THE MUNICIPALITY IN THE ADMINISTRATIVE STRUCTURE

Before going over to the matter and focusing on similarities and differences, it is necessary to propose a brief summary of the situation within each country involved in the project FTB as regards the concept of “municipality” and the functions inherent in their status to the Public Administration.

#### COUNTRIES SUMMARY

##### NUMBER OF MUNICIPALITIES

COUNTRY	NUMBER OF MUNICIPALITIES
AUSTRIA	2358
CZECH REPUBLIC	6252
GREECE	335
ITALY	8092
POLAND	2479
SPAIN	8117

### **SHORT NOTES**

Generally, it can be said that the Municipality is a basic element of the Public Administration in each State and the activities put into practice by it, all in all, are quite similar (it would be even more interesting to get on with the matter of the regulations of every single activity, but it was not the purpose of this research). The Municipality is a territorial unit of the State and is an element of proximity to all citizens who can turn to it for most of their needs. The administration is at a local level (in principle, with a Mayor elected by the citizens). However, the different location and legislation do not prevent from considering that it does not exist a direct proportional relationship between the size of the State (interpreted as a number of inhabitants) and the number of Municipalities in each State, so it confirms only the diverse mode of interpretation of the territorial aspect of the concept of Municipality in every single area.

### **COMMON POINTS**

**MUNICIPALITY AS A LOCAL ELEMENT AND A BASIC KEY OF IMPORTANCE IN THE P.A.,  
BASIC UNIT OF THE P.A.**

**SIMILAR ACTIVITIES PROVIDED BY MUNICIPALITIES**

**MUNICIPALITY AS A UNIT OF THE TERRITORY**

**PROXIMITY TO THE CITIZENS**

**LOCAL RESPONSES TO LOCAL NEEDS**

**MUNICIPALITIES HAVE AN ADMINISTRATIVE MODEL OF LOCAL IMPORTANCE, WITH ITS  
IMPORTANT ELEMENTS OF MANAGEMENT**

**SIMILAR COMPETENCES IN THE SERVICES OFFERED TO THE CITIZENS**

### **DIFFERENCES**

**TOTAL NUMBER OF MUNICIPALITIES VARY A LOT BETWEEN THE GIVEN STATES,  
CONSIDERING THE SUM OF POPULATION**

\*\*\*\*\*

## **PART II PERCEPTION OF MUNICIPALITY – VIEW FROM THE INSIDE AND OPINION OF THE SOCIETY**

### **PERCEPTION OF THE PUBLIC ADMINISTRATION AND THE WORK THERE BY CITIZENS**

In this chapter, we try to analyze and “give visibility” to the perception on the part of the citizens and society with respect of the forms of work, and an offer that the Municipalities give to the citizenship. It is a question of researchers or surveys that manage to give voice also to a common perception which is observed among the citizens. Similarly, in this chapter we also quote findings from national reports, before presenting some common points and differences.

#### **SHORT NOTES**

Overall, the surveys presented and performed in every State, show different views and approaches of the citizens towards the Public Administration and the Municipalities. We believe, however, that is interesting to mention some general guidelines emerged to a judgment useful and functional. Meanwhile, the citizens seem to be very attentive to the shortcomings and the different ways of approaches to the Public Administration. One can notice obvious elements of lengthy procedures and sometimes a lack of the necessary acceleration and simplification of work patterns. It should be added that the approach to ICT world is often considered insufficient or however, unsuitable for the technological advances in other sectors. The internal procedures conducted by Municipalities appear still slow, compared with the quality of the workplace. The employees of the Public Administration are supposed to be holders of safe jobs and salaries, which involves a substantial economic security and personal safety. Another aspect that emerges obliquely seems to be the bad internal communication (for example, between different departments of the same Municipality), which leads to inefficiencies. In addition, the number of workers is often overstated compared to the real need. The economic crises and the traps due to rules established in the recent years have not helped, but have burdened the process, which requires a demand for better services by citizens. Just the personal satisfaction to the citizens, however, is a subject of controversies and substantial differences between the various elements in the States, from those who believe to have good satisfaction to those

who believe to be very dissatisfied, as well as the output generated by the service are not always the same. Austria, although with surveys relatively controlled, shows a field of perception and satisfaction significantly higher than the others. With regard to the “safety” at work emerge patterns, which consider the work of the Public Administration with a little economic benefit and unable to compete in the private market, as stated in a clear manner, especially in the Czech Republic. Anyway, it refers to different levels of evaluation, which is an interesting to reflect on.

### **COMMON POINTS**

#### **LACK OF ELEMENTS OF PROCEDUAL SIMPLIFICATION**

#### **PERCEPTION OF “SAFE AND PERMANENT WORK” FOR THE EMPLOYEES**

#### **PERCEPTION OF ECONOMIC SECURITY FOR THE EMPLOYEES THANKS TO THE WORK**

#### **BAD INTERNAL AND OUTWARDS COMMUNICATION BY THE PART OF MUNICIPALITIES**

#### **SLOWNESS/DIFFICULTY IN THE DEVELOPMENT OF INTERNAL PROCEDURES OF MUNICIPALITIES**

#### **EXCESSIVE NUMBER OF EMPLOYEES COMPARED TO THE REAL WORK LOAD**

#### **INSUFFICIENT APPROACH TO ICT**

#### **INSECURITY AND STATE OF DIFFICULTY DUE TO THE ECONOMIC AND FINANCIAL CRISIS**

#### **REQUEST FOR IMPROVEMENT OF SERVICES**

### **DIFFERENCES**

**VARIOUS DATA OF EVALUTATIVE PERCEPTION REGARDING THE SATISFACTION OF THE CITIZIENS,  
THAT GOES FROM "VERY DISSATISFIED" TO ALMOST COMPLETE SATISFACTION, DEPENDING ON  
THE STATES**

**EMERSION OF DIFFERENT EVALUTATIONS (POSITIVE OR NEGATIVE) DEPENDING ON THE SERVICE  
OFFERED TO THE CITIZENS AND THE FIELD OF USE IN THE MUNICIPALITY**

**STATE OF AUSTRIA AS THE "HAPPY ISLAND" FROM THE POSITIVE POINT OF VIEW, CONSIDERED AS SUCH EVEN FROM THE UNREPRESENTATIVE EXCERPT**

**DIFFERENT APPROACH TOWARD THE WORK IN THE PUBLIC ADMINISTRATION : WHO CONSIDERS IT SAFE, WHO RECKONS IT UNINTERESTING AND ECONOMICALLY DISADVANTAGEOUS**

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## **PERCEPTION OF CHANGES IN PUBLIC ADMINISTRATION INSTITUTIONS BY EMPLOYEES**

### **SHORT NOTES**

This chapter presents various aspects and some elements in common that are rather interesting for the project. The elements of difference, shown schematically below, are illustrative of a reported problem and certainly cannot be exhaustive, because there are also pre-existing causes of difficulty which can be those listed in this part where the common points have been identified. There emerge some flaws which indicate for the insufficiency in the training, in the research for improvement of the quality, but especially in the technological aspect that seems to have a component of insufficient speed for the world and for the prospects of working and growth of a single Municipality. The economic crisis of the last few years, if on the one hand seems to have strengthened the role of the public employee as an element of economic security, on the other hand could have slowed down its processes of educational growth and adaptation/update, even for the problems that the management of the crisis has brought.

### **COMMON POINTS**

**DEGREE OF SATISFACTION VARY FROM PERSON TO PERSON AND FROM MUNICIPALITY TO MUNICIPALITY**

**LACK OF APPROPRIATE TECHNOLOGY SLOWS DOWN THE WORK**

**TRAINING IS NOT ALWAYS SUFFICIENT AND CONTINUOUS**

SEARCH FOR IMPROVEMENT OF THE SERVICE QUALITY

BAD (OR MEDIUM) APPROACH AND ABILITY TO USE THE NEW TOOLS AND TECHNOLOGY

ECONOMIC CRISIS INFLUENCES THE LIFE AND THE CHOICES

### DIFFERENCES

BIGGEST MUNICIPALITIES: HIGER DISSATISFACTION (Austria)

OVERSTAFFED OFFICES, OTHERS WITH LESS STAFF (Poland) OR ELEMENTS OF DUPLICATION  
OF WORK OR BAD INTERNAL COORDINATION (Italy)

BAD CONTROL OF THE BUDGET AND ITS USE (Czech Republic)

INSUFFICIENT PREPARATION OF THE MANAGERS, LACK OF STAFF AS THE CAUSE OF THE ECONOMIC  
CRISIS (Spain)

INADEQUATE TECHNOLOGICAL REPARATION AND LACK OF PARTICIPATION IN REFRESHER  
COURSES (Greece)

\*\*\*\*\*

### TRANSPARENCY OF EMPLOYMENT PROCEDURES

#### SHORT NOTES

This is a delicate issue on which more detailed thoughts seem to be necessary. Elements of corruption or imprecise practices, in a manner of speaking, emerge in all States, even if the notes of the national reports do not look always extremely detailed. The common issues already below give an idea of the situation, the elements of difference, by State, are some confirmations but must be considered only in direct connection with the single State. However, there remain significant examples of the general.

## **COMMON POINTS**

**ELEMENTS OF CORRUPTION AND NEPOTISM IN THE PRACTICES OF RECRUITMENT**

**TRANSPARENCY IS NOT ALWAYS GUARANTEED**

**WELL-ESTABLISHED PROCESS OF RECRUITMENT BY THE NATIONAL LAWS (PUBLIC TENDER,  
COMPETITIONS, ETC. )**

**IMPROVEMENT IN THE PROCESSES OF TRANSPARENCY IN THE RECENT PERIODS**

## **DIFFERENCES**

**RECRUITMENT STRONGLY REDUCED OR CANCELLED AS A RESULT OF CRISIS (Italy, Greece)**

**PRESENCE OF SOME QUESTIONABLE PRACTICES INSIDE AND OUTSIDE THE STATE: offered jobs  
in state-near public or private companies or institutions (Austria, Poland)**

**NO PROTECTION OF THE EMPLOYEES AGAINST THE POLITICAL INFLUENCE (Czech Republic)**

**FAVORITISM OF THE SMALLER MUNICIPALITIES (COMPETITIONS ADRESSED TO A SINGLE PERSON)  
(Spain)**

## PART III RECRUITMENT PROCESS IN MUNICIPALITY – GOOD PRACTICES, CRITICAL ELEMENTS, PROPOSALS FOR CHANGE

### OVERALL INFORMATION

In this chapter researchers focuses on details of recruitment processes in public administration of the six partners countries from administrative point of view. The aim of this part of the research was to get the view on what are the procedures of defining recruitment needs, collecting pool of candidates, selection and implementation of worker in each country in order to find common ground for further work on the FTB methodology and the ICT tool that is going to be developed .

The full text of comparative report (English) presents various approaches to recruitment, which – from the global point of view - can be considered very similar from country to country, basing on applied HRM theories.

All in all it can be said, that the procedures related to employing persons in public administration comprises of the following steps:

- 📍 Defining recruitment needs,
- 📍 Recruitment of candidates: announcing vacancies, defining catalogue of documents to be submitted with the application, procedure of collecting application and making corrections/supplementing of documents analysis of applications and documents, stages for verification of knowledge and competencies (tests, interviews), appealing procedures,
- 📍 Implementation of the new employee in the workplace.

Detailed procedures can vary from country to country, but in most countries municipalities are allowed to decide about it. The only exception is Greece, where the recruitment is proceeded by the external institution. Regardless of the procedure, the municipality in Austria, Italy and Poland can outsource this task to the external organization, which is regarded to be a tool for impartiality and transparency.

Its wondering, that in the EU-countries, where the policy of equal opportunities is promoted and institutions are sometimes almost forced by law to give privileges to people in the risk of exclusion, introduce policies of activation of people over 50 years old, at the same time within applying criteria we can still find top age limit (Spain, Austria).

Naturally, it appears the desire to guarantee instruments of interpretive clearness, transparency and adaptation to the new electronic practices that move forward. In this sense there are elements of comparison and very good and significant practice, as well as the criticality of some processes that are not in harmony with the quality of the recruitment offer. "Optimize the process of type multitasking" would seem to be the concept that is the base of all the pathways activated in each State.

### **GOOD PRACTICES**

**TESTS AND INTERVIEWS ARE USED AS AN ELEMENT OF TRANSPARENCY**

**TEMPORAL REDUCTION IN THE TERMS OF RECRUITMENT**

**PRESENCE OF RECRUITMENT PROCEDURES AND RECRUITMENT PRIVILEGED TO VULNERABLE SUBJECTS**

**PRACTICES OF ACCESS TO THE RECRUITMENT EVEN ONLINE (AUSTRIA)**

**NOTICES OF COMPETITION VERY PRECISE AND CLEAR**

### **CRITICAL ELEMENTS**

**LACK OF OPTIONS FOR SPONTANEOUS APPLICATIONS (TYPE C. V.)**

**INTERNAL COMPETITIONS AS AN ELEMENT OF UNSUFFICIENT TRANSPARENCY**

**RECRUITMENTS ONLY WITH DOCUMENTATION AND INTERVIEW**

**SOME NOTICES OF RECRUITMENT INCOMPLETE BECAUSE OF THE LACK OF USEFUL INFORMATION ABOUT THE WORK**

**LACK OF PUBLICATION OF FORMAT WITH WRITTEN TESTS AS AN ELEMENT OF PRACTICE BEFORE THE COMPETITION**

**POLITICAL INFLUENCE ON THE PROCESSES OF RECRUITMENT**

**LACK OF A COHERENT LAW ON THE PUBLIC EMPLOYMENT (Czech Rep.)**

**OLD RECRUITMENT PROCESS (Greece)**

**LACK OF ELEMENTS "ICT" (INFORMATION COMMUNICATON TECHNOLOGY) IN STEP WITH THE TIMES  
(Italy)**

**THE NEED TO IMPROVE THE MANAGEMENT OF THE PROCESS TO AVOID CORRUPTION (Spain)**

### **INTERESTING ELEMENTS**

**MORE TRANSPARENCY = MORE OBJECTIVITY?**

**DIFFICULTY IN OVERALL READING OF PROCESSES FOR RECRUITMENT (difficult to get the overall  
view point on the whole process of recruitment)**

**THE NEED OF DEPOLITICIZE AND PROFESSIONALIZE THE PROCESS**

**EVALUATION AND LIBERALISED REWARD OF THE STAFF: A PROBLEM?**

**THE NEED OF IMPROVENT OF THE LEVEL OF KNOWLEDGE OF THE RECRUITED PERSONNEL MAINLY  
IN THE FIELD OF INFORMATIC**

**NEED OF IMPROVE THE USE OF THE COMPUTER TOOLS FOR THE TESTS OF RECRUITMENT**

**IMPROVE THE OVERALL CONTRIBUTION OF THE COMPUTERIZED PHASE ( EQUAL FOR EVERYONE)  
FOR ALL MUNICIPALITIES WITH BENEFITS IN THE RECRUITMENT PROCESS**

**DIFFICULTIES IN MATCHING BETWEEN NEED AND QUALITY OF THE CANDIDATE**

**NEED TO IMPROVE AND IMPLEMENT THE MONITORING ON THE RECENTLY ASSUMED EMPLOYEE  
AND ITS SKILLS ON THE JOB**

**NEED TO IMPROVE THE APPROACH OF THE OFFICIALS TO THE RECRUITMENT AND GUARANTEE  
INNOVATION OF THE PROCESSES**

## PART IV SWOT ANALYSIS

SWOT analysis, presented below, summarizes all observations collected so far and indicate which of them can be regarded as a strengths, weaknesses, opportunities and threats, as far as development of the common methodology of recruitment in public administration is concerned.

STRENGTHS	WEAKNESSES
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<b>GENERAL CONTEXT</b>	
As an institution the "Municipality" remains a key element in the administrative life of every country.	Complexity, historical and daily, in the completion of the procedures conducted by the Municipalities.
The Municipality represents an element of certainty, "physics" and "neighborhood", for all citizens.	Bad internal communication between the various internal sectors in the Municipalities.
The Municipality wants to give local answers to local and territorial problems.	Slowness and difficulty in moving forward the internal procedures.
The basic competencies in the different Municipalities are similar between the various States and allow thinking on the horizontal way about the skills.	There is often the presence of an excessive number of employees with respect to the real need for work.
In the Municipality the work is "safe and permanent".	The services offered are not always the best ones.
In a few countries there is the perception of great satisfaction with the services provided by Municipalities.	In some countries there is a lack of competitiveness of the wages in Public Administration with respect to the offer of the private sector.
The National laws supposed to be an element	It reveals the lack of appropriate

of guarantee for the processes of recruitment.	technologies and of packets "suite" integrated for the use in the Municipalities.
	Inadequate training and update.
	Bad approach and difficulty to accept the innovations (technological and not only).
	Insufficient internal coordination.
	Checking the budget of each municipal sector is not always consistent.

## RECRUITMENT

Respect to the formal rules regarding deadlines, documentation to produce, test or necessary proofs for being hired.	Little or absent use of technologies to participate in the procedures (e.g., certified signature, use of e-mail).
Guarantee of participation in the selection of weak subjects and guarantees for equal opportunities.	Still widely use of the paper.
The possibility of recurring formal errors.	Participation of another entity "senior" (regional or state) as the control element of the procedures.
Guarantee of formalization of the application for participation (with presentation of certain date and delivery).	Uncommon use of the CV in EU format.
Specific requests for specific jobs.	Reduction of the selection criteria in the absence of serious candidates and consequent decrease of the quality of the hired persons.
Specific tests of evaluation applied to specific	Criteria for recruitment do not fit to tasks

jobs.	and responsibilities of the future worker
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## OPPORTUNITIES

## THREATS

### GENERAL CONTEXT

Overall improvement in the "transparent" practices.	A looming and prolonged economic and financial crisis that tends to reduce the recruitment procedures and recruitment.
Elements that make us think that we can "Govern the transparency".	Set of Economic problems of the Municipalities due to the respect of the Stability Pact EU that affects the recruitment procedures and employment.
Modernize the public administration to make it more attractive and "clear".	
Change of culture regarding the recruitment in the Public Administration.  <i>Increasing awareness of importance of citizens' satisfaction which in result leads to putting more attention to quality of staff</i>	

### RECRUITMENT

Utilize the incorporation of the new employee in the trial period to form even already existing consistent staff.	Presence of elements of corruption and nepotism.
Use the new technologies for the methods,	Transparent procedures are not always

through simplification and digitizing.	guaranteed.
Ensure a committee of external evaluation or at least partially outside the institution.	A political and client's influence still partially present.
Simplify the procedures and minimize the general documentation.	Lack of autonomy of the persons in charge who are responsible for the selection and evaluation of the candidates.
Think about the concepts of transparency and objectivity applied to the process.	Self-assessment of the staff for their "mobile" salary (means in respect of any incentive part of salary).
Get the process of recruitment closer to the private (interview, letters of previous employers, specific evaluation CV). Make procedures more closer to the ones applied in private sector.	Internal competitions, often dominant.
Specifically select the data you want to ask the candidate, with emphasis on the skills.	

## PART V FINDINGS AND CONCLUSIONS

### SOME NOTES

It is not easy to make definitive conclusions about the possible better practices that can stimulate a process of identifying the more important characters.

However, even following the SWOT analysis proposed here as a line of thought and basic development, we can affirm that some fundamental options, which will be taken into consideration, seem to be evident.

- ♥ Meanwhile, it emerges a clear need for **simplification**: Initial application should be based on statements of the candidate (not on loads of document submitted on the first stage). Less documents to submit, ***Competence and not the bureaucracy*** - accurate, useful tools, that give immediately to the evaluator the sufficient elements for the approval of the tests of recruitment.

In the next step, the "package" of tests (written, practical, oral) should be focused not on general but on specific issues, should try to "find really the best" from the candidate, steering and decreasing, in some way, all those who intend to apply for a job in the Public Administration: ***calibration and not vagueness***.

On the whole, the procedures of recruitment in the Public Administrations should comply with the following principles:

- ♥ Adequate publicity of the selection and the way of execution that ensure the impartiality and guarantee effectiveness and speed of completion.
- ♥ Acceptance of impartial and transparent mechanisms, suitable to check for the possession of the professional and aptitude requirements in relation to the position to fulfill.
- ♥ Respect to the equal opportunities.
- ♥ Clarity on the recruitment procedures.
- ♥ Composition of the committees with experts with proven competence in the areas of competition.
- ♥ Use of ICT in the whole recruitment and selection process.

The phase of the evaluation should be free of influences, either political or of nepotism, caused by specific local circumstances or conditions of pre-existing reports: ***transparency, and not unclear procedures.***

The part of the test and the first approach to the work for the new hired should be guided and accompanied in a consistent and effective manner, by means of an important and formative way of accompanying.

We believe, however, that the most important process that should be put into practice is the use of ***platforms of recruitment totally computerized***, digitizing and making more immediate the process for those who want to apply for, for those who will check up the documents and for those who will evaluate. At this point, it is necessary that FIND THE BEST invests a needful reflection that leads to an important model.

However, it will be important also to provide punctual information regarding the correct use of all identified management tools and on the responsibility that the executive staff responsible for the procedure has.

To sum up, there will be always a need to proceed with selective procedures when it refers to recruiting, although temporarily, the staff in accordance with the principle of impartiality. It is appropriate, therefore, that the administrations accept appropriate regulations on the recruitment of staff with clear labor relations in respect of which they prepare the corresponding announcements of selection. The culture that should guide the Public Administrators in the field of staff management, turns to the pursuit of efficiency, effectiveness and cheapness of the administrative action, necessarily imposes a careful analysis of the organization of the labor and the management tools as well as an evaluation to carry out with an innovative approach which exploits the better experiences and experiments new technologies.

In a context of insufficiency of resources, economic but also human ones, it imposes a higher utilization of the new technologies and the communication (ICT) that the Public Administrations can apply to a wide range of administrative functions. In particular, the potential networking offered by the technologies has the potential to transform the administrative structures and procedures, even inner (common suite with work packages).

The new instruments represented by the e-government (e.g., computer protocol, computerization of document workflow and processes, digital communication), by the e-procurement, and by the e-learning allow important economies of scale and cost savings,

as well as schedules clearly smaller, involving, necessarily, a particular attention to the reallocation of the human resources and their exploitation. In a context such as this, the working process for the recruitment should result more effective and consistent.

## **“FIND THE BEST”: METHODOLOGICAL CONSIDERATIONS**

Regarding methodological aspect of development, useful to classify the work and development of the project "Find The Best" it is useful to be able to proceed on some general methodological concepts that should somehow be cut across every relevant subsequent phases of the project (from WP3, as regards the definition of the overall package methodological, to subsequent WP, from WP4 to WP10 , for which there is a development phase in successive issues that here, for convenience of the reader, is shown:

### *Stage I: Preparatory Stage*

- WP4 - *Process of defining of recruitment needs*

### *Stage II: Recruitment , including the Following elements:*

- WP 5 - *Process supporting application for position*

- WP 6 - *Process analysis supporting job application and competency tests*

- WP 7 - *Process supporting job-interview and decision making*

### *Stage III : Employee development*

- WP 8 - *Process of defining development plans*

- WP 9 - *Process of evaluation of employee 's development*

### *Stage IV - Software development*

*WP 10 - Software development*

It is believed that the working group of the project should begin to work and always keep in mind the general aspects of the methodology: start then by a process of conceptual scheme and transverse it to be able to guide and train a horizon of meaning on the themes touched.

In this case, in addition to the purely empirical, concrete or indicative results emerged from the national reports, it would be useful to adopt more general concept of elements on which

engage the work (national papers, case studies, research hypotheses with development work on the concept of recruitment). While this involves more complex work, on the other hand supports a fundamental level of knowledge and allows for in-depth work in a consistent manner on the issues .

A second aspect to consider is to work in the field of hypotheses; into the individual tasks of WP and methodological definition of the system "Find The Best" will need to enter real or hypothetical models of work on which to work, discuss, compare and propose, even taking into account the extensive mode of contact and/addictive that is expected to be used towards the leaders of the government from having to subsequently engage.

Another aspect to consider is the focus for "unit of analysis" , the development of the various WP provided by the project already appears rather consistent and thorough, but it is right to point out that the definition of individual aspects of analytical unit on which further study and think of their individual development facilitates both the partnership is the direct recipient of the intervention. Therefore work for single analytical unit and focus step by step, topic by topic, favors fluidity of work and it crumbles complexity.

A proper methodology should be based on the properties and then precise characteristics of the study have shown the rules on which you are working in public administration with regard to the processes of recruitment and placement of new employees is the foundation on which to build any type of thesis and development design.

From here it will be useful to compile the program and the work methodology, combining what is and developing it as an evolved system and can focus on the basics of a good process.

A final aspect is fair to mention that cross is that of indicators: it is believed that in each segment of work, WP, should be clear performance indicators that we consider useful for the development of single action. It seems like a trivial concept , yet it is an element that leads to develop the work of the cornerstones on which it must always refer to remain in the bed of our journey.

Conceptually, therefore, the methodology FTB, in a general sense and in the individual WP, will take account of:

- 1) THEORETICAL ASPECTS OF THE CONCEPT THAT ARE AT THE BASE,
- 2) WORK FOR HYPOTHESIS AND OBJECTIVES,
- 3) WORK FOR SINGLE UNIT ' ANALYSIS (TOPICS),
- 4) KNOW THIS PROCESS TO DEVELOP AND EVOLVE,

#### 5) ARISE AND IDENTIFY SPECIFIC INDICATORS TO SIMPLIFY.

The development of the FTB methodology of recruitment, which is a prerequisite to the next stages, must start from these concepts and quoting the text of the project draft "is of great importance for the future realization of the project" and will be the basic criterion, the model of meaning, for the implementation of additional WP and the entire work process.

The methodology describe in detail all three aspects of the process, included in the system FTB and in particular are cited:

- 📍 The definition of recruitment needs,
- 📍 Recruitment process (including the application and the selection of candidates),
- 📍 The plan for the development and evaluation of staff development.

With the selection of personnel the public body (in this case the focus is on municipalities) implement an activity aimed to choose the candidate which among others is more suitable to play a certain role by virtue of the knowledge, skills and motivation that it possesses. Technically it is then to compare the knowledge, skills, attitudes and motivation of the subjects to be selected with the requirements necessary to perform the role relative to the location that you want to cover .

A good recruitment activities is already a first selection of suitable staff to make sure that become candidates for selection, the only people who believe they have the motivation and requirements needed to play a certain place .

Concerning the **definition of the requirements of recruitment**, we believe that it could focus on:

- 1) the position to be filled. In particular, depending on its complexity, its level in the corporate hierarchy, the number of places that can be covered in it (for example managerial positions may be unique), and therefore it will be necessary to define procedures and selection criteria are quite different; moreover, selection criteria and competency requirements should be defined in strict connection with tasks on the position to be held.
- 2) the state of the labor market (external and internal to the PA). The variable in question affects the origin and the number of candidates.
- 3) the availability of support structures dedicated to the selection function. Each entity in principle has its "recruitment office" but does not always have specific expertise relative to the activity of selection.

4) what constraints of legislation (or union) exist. In particular, regulatory aspects and trade union pressure are the elements that often exert more influence in the selection decisions to be implemented and the related implementation procedures.

Concerning **the recruitment process**, while it must be said that a good recruitment activities are already a first selection of suitable staff to make sure that become candidates for selection, the only people who believe they have the motivation and requirements needed to cover a given place. This should be made a severe reflections on methods and tools to use.

As with the selection of personnel, it must be to check the knowledge, skills and attitudes of a particular candidate approach the key features of a given organizational position.

In this sense, the selection activities logically must begin by defining the profile of the ideal candidate for the specific role you want to play. As a prominent and necessary aspect of every activity of selection there must be a description of a professional profile or rather a profile of skills for positions that need to be occupied (key features desired and necessary for carrying out a clearly determined role). The basics should be to explore the knowledge and ability to learn, the ability to do, the correct behavior in the work. From here must emerge the qualities and elements of the description of the profile.

One thing to notice and reflect on what would be useful is that instead of "job offer", that is, as the concept of flexibility and duties are indeed consistent with the offer given by the recruitment process of the PA. Often manifests itself not always a set of specified duties and responsibilities attributable to the individual worker. Also one has to bear in mind that labor and technology must increasingly be in close contact, both for reasons connected with the development of PA, it is not to stand still in models now almost obsolete or outdated.

This increases the possibilities and the package of skills of the person, but also needs to define tasks more flexible and technologically more advanced.

The increasing importance of learning and training in the workplace, but also the increasing end-user (i.e. the citizen, as can be seen from the results shown by the individual national reports and a lot of research in each country) given in definition of standards and levels of quality and efficiency of services provided must be another issue on which to base the competence and the recruitment process of a person.

A final aspect of reflection could be that of workflows focused on methodology of work in groups or teams, an element often only associated with public companies, but that it should also be important to define a multi-pack of the recruitment process. Moreover, the transformation of the nature of work and its organization are, or should be, also the

subject of continuous progressive evolution. The experience of the Italian partner, the City of Gazoldo degli Ippoliti, through partnership of the project "District to Zero Bureaucracy" is one example, which does not directly concern the recruitment, but which wants to give an important signal in the associated management and advanced work better on technology and networking of a single work package for an entire municipal system. If on the one hand increases the quality of the service, on the other hand, when there are any processes of working insertion through recruitment, would elevate the package of skills required to potential new worker.

Returning to the skills of the person to recruit, then one has to focus and organize the resulting methodological reflection on this package:

- 📍 Knowledge,
- 📍 Experiences,
- 📍 attitudes to the workplace,
- 📍 specific skills required,
- 📍 motivation to work,
- 📍 personal attitudes (character, personality characteristics, etc.),
- 📍 feeling of self-efficacy with respect to the proposed work.

Concerning the selection of candidates, the national reports have offered a very varied approaches but, as already mentioned in the previous section, allows you to extract some common aspects and effectiveness.

Overall, we are faced with assessment tools such as tests, interviews, practical tests, written tests. At the base is almost always a presentation of the demand for labor, variously depth, but almost always as the level of development of basic Curriculum Vitae.

It is necessary to identify some basic criteria and on the basis of which to make the selection, to identify forward-looking indicators (i.e. the behaviors to be observed and evaluated as they are considered able to predict future behavior), and develop a guide for the interview (then the theoretical processes underlying the sequence of questions to be made and the course of conduct); correctly identify the selectors; monitor and verify the technique of working sessions that guide the selection.

Another element on which is to reflect the possible elements of distortion of the process of selection, with particular reference to the interview, but not only. These elements should

be analyzed and redesigned to overcome them or at least a view to their real presence/ importance in the process, it is helpful to consider them in the path of development of the project.

If you cite some elements of distortion, detected by specific studies:

- 📍 "Primacy": the first collected information is crucial to the overall judgment;
- 📍 "Recency": the latest information gathered is crucial;
- 📍 "Salience": means the assessment and the memory of a person are limited by the information that is most relevant for the observer;
- 📍 "Availability": there are more readily available (e.g., a person's appearance, his way of doing ...) than others (personality , etc. .) that affect our evaluation;
- 📍 "Halo effect": a single factor affects the overall opinion;
- 📍 Presence of stereotypes : attribution of stereotypes (gender, age, education, country of origin etc.);
- 📍 Burn-out : fatigue induced by the large number of selections made;
- 📍 Mood of the selector: the psycho-physical state of the observer influences the understanding and assessment of the person.

A final aspect concerns the evaluation of the selection process, and in fact verification, that the activity of selection is good, is subject to a careful evaluation in order to identify and seek constant improvement of performance. With reference to the activities of public selection it is useful to identify three types of indicators:

- 📍 *indicators of cost (direct costs and impact on the municipality involved) ;*
- 📍 *indicators of time of the procedure (look for useful comparison , and aims to improve the process and to optimize the cost/benefit ratio );*
- 📍 *indicators of effectiveness of selection (evaluation of the quality of the assumptions to occur after a preset time) .*

To close, a few brief thoughts on the third aspect that will be tested: **The plan for development and evaluation of staff development.**

From the methodological point of view, it is useful to focus attention on these stages of work and exploration:

- 📍 **JOB ANALYSIS:** Identification of areas of the City being explored and in which the person operates, which must evaluate the performance;
- 📍 **Remarks:** should ensure a fair and objective meter and avoid possible misconceptions or distorted;
- 📍 **Measurement** should be made through scales comparable, to increase the validity of the evaluation and its value in order to identify any assets of the benchmark;
- 📍 **Development:** it is the stage that deals with the future improvement of the performance, where activities take place coaching.

In the evaluation of performance, data levels of timing default, you should work with these ideas that we take from internal studies to environments of University.

**RESULTS:** derived from a comparison of the objectives set and achieved. The "goals" can be economic, volume, quality or time, and it is advisable to carry a weighting in the once setup, so as to allow the resource to invest their time on the most important and urgent.

The objectives of the evaluation must have certain characteristics: they should not be vague and poorly defined, must relate to the area of responsibility of human resource, must be communicated directly and shared by the human resource, must be measurable over a period of time.

**BEHAVIOUR:** represent the modus operandi in achieving the objectives set. One need to observe those that may be relevant behaviors correlated to performance. These are not represented by personality traits, but from technical activities, mental (e.g. the capacity of synthesis and analysis) and social skills (leadership skills) which, at times, can also be extra-role.

Also in this case must be treated aspects of possible distortions: currency and objectivity of those who lack the serenity of the human resource, that is afraid of being hurt evaluated vice versa, other modes valuation distorted (halo effect, standardization of evaluation on the middle level, hardness "punitive" beyond measure, influence of the task on the judgment, influence of previous judgments already given, etc.).

In many cases, these are elements that can be successfully borrowed from private entities that generally pose much greater attention to the assessment, but elements of this kind of reflection, supported by the models expressed by the national reports, should help to optimize the information and create an efficient synthesis element, especially if applied to a new resource taken by a municipality and which must however first overcome, in many

cases, a test period, with everything that follows, both from the standpoint working, both from the psychological point of view.

In general, these conclusions should be in the direction of offering a wealth of first job on which the partnership will have to think of Find The Best, but also gives a preview of the model solution being developed. These are ideas and methodologies that can help the partnership also to grow, as well as to operate properly in its next location , that had been drawn at the time of application and who now owns all of the conditions for proceeding to the more purely operational phase . Issues, information and stimuli are not lacking.

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- ✘ Law on public sector contracts
- ✘ "Public employment in Spain. Features and figures. "Published by: Ministry of the Presidency. Technical General Secretariat. 2010.

## PROJECT PARTNERS

**Leader partner  
(Poland: Orange Hill Krakow)**



**Partner  
(Austria: ibis acam Bildungs GmbH Wien)**



**Partner  
(Czech Republic: Institut Inpro a.s. Praha)**

**INSTITUT INPRO, a.s.**  
VZDĚLÁVACÍ, PORADENSKÁ, OBCHODNÍ SPOLEČNOST

**Partner**

**(Greece: European Institute for Local Development Thessaloniki)**



**Partner**

**(Italy: Municipalities of Gazoldo degli Ippoliti, Mantua)**



**Partner**

**(Spain: Granaforma S.L. Granada)**

