



**HELLENIC REPUBLIC**  
Ministry of Interior

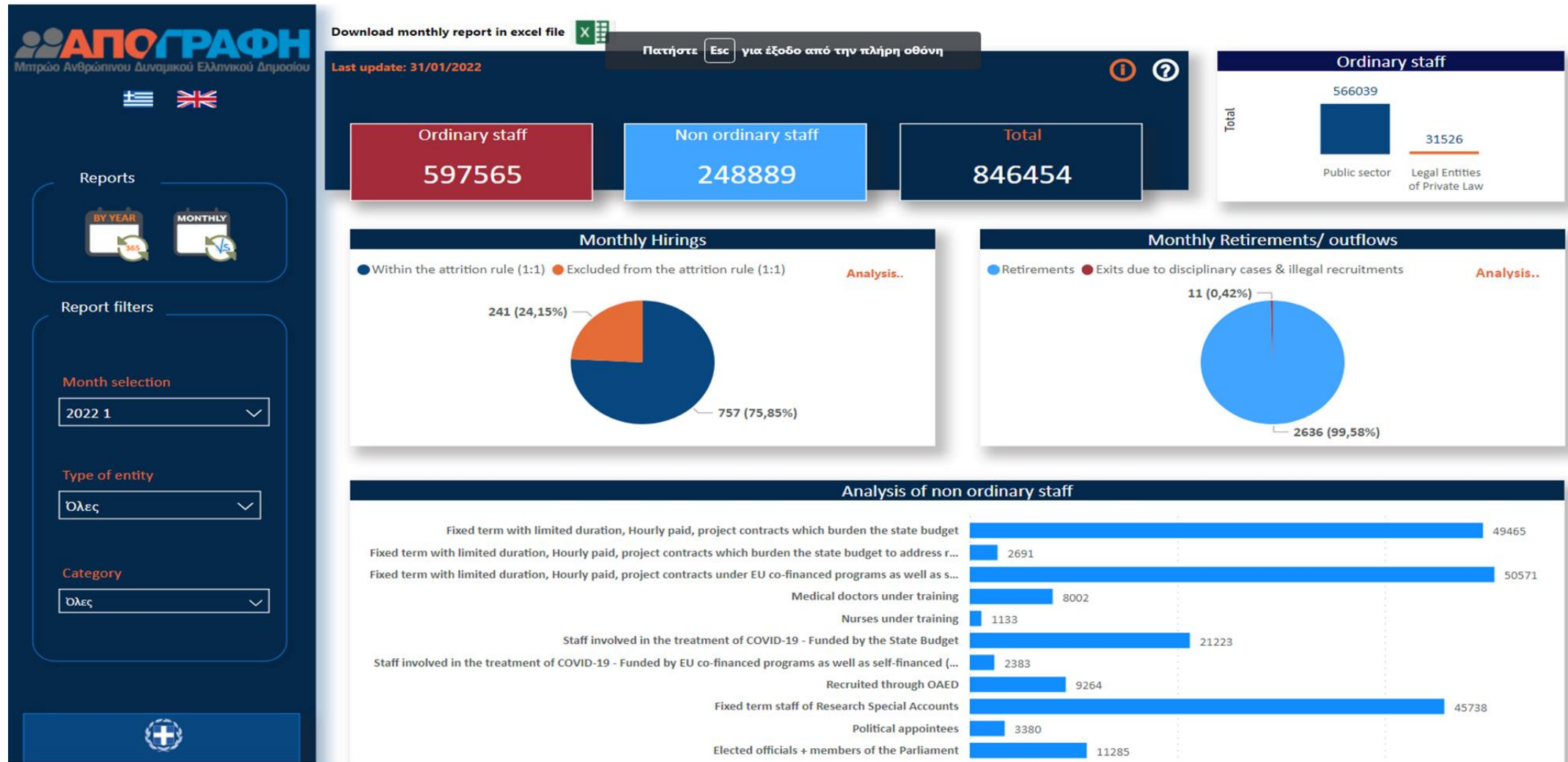
Secretariat General  
for Human Resources  
of Public Sector

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2<sup>nd</sup> High Level Meeting of the Expert Group on PA and Governance  
Vivi Charalamboyianni, Secretary General for Public Sector Human Resources  
30 June 2022

# Critical Success Factors for Reforms in Greece

## Success factor no.1: We design our policies based on Data



# Critical Success Factors for Reforms in Greece

**Success factor no.2: We customize best practices to fit our reality**

**Success factor no.3: We listen to what the experts have to say**

**Success factor no.4: We are resilient**

# Critical Success Factors for Reforms in Greece

**Success factor no.5: We have a holistic approach in HR**

**Success factor no.6: We support the change**

**Success factor no.7: We think out of the box**



# Critical Success Factors for Reforms in Greece

**Success factor no.8: We take the ownership, through commitment, hard work and collaboration**

**Success factor no.9: Political will and Support from senior leadership**



# The Reforms in Greece



In the area of human resource management, we created a comprehensive HR strategic framework, which includes major reforms in all the key stages of the employee work life, from recruitment and selection, to training and development, goal setting, performance management, rewarding and staff motivation.

All these reforms were adopted and implemented in the form of new legislation.

# A project funded by the RRF:

## *Project for the development and transformation of skills in the public sector*

It includes:

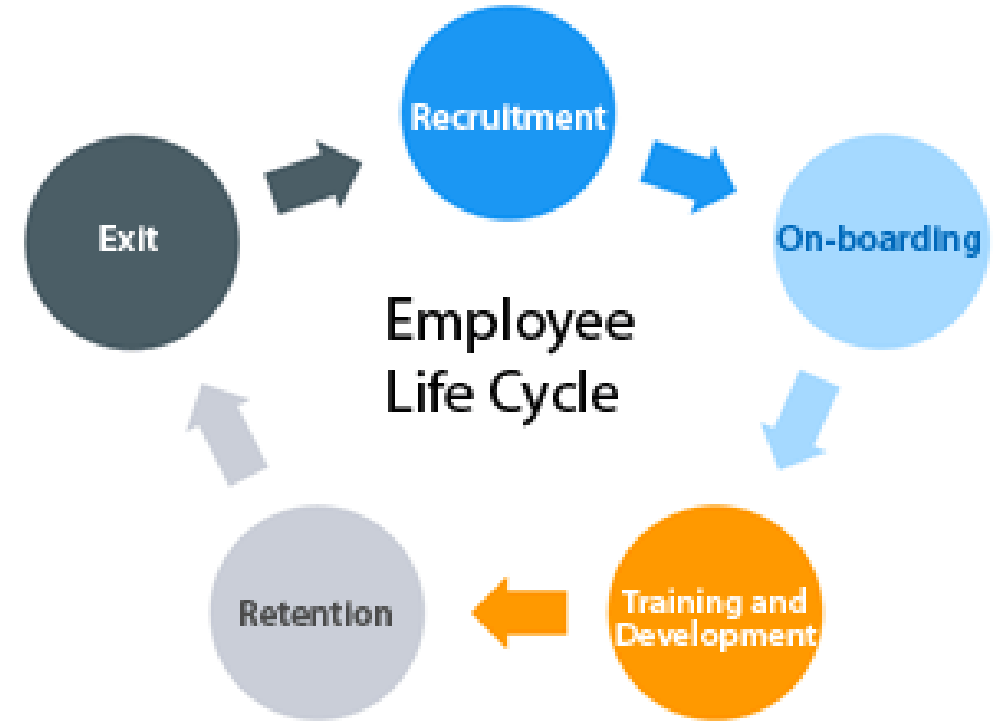
- The creation of modern system for training needs analysis, which analyzes the training needs for different categories of staff
- The creation of a new digital training platform for the National Centre for Public Administration and Local Government
- The analysis of the skills of staff today in relation to what the public sector needs and the creation of 30 training modules RRF
- The update of the Job Descriptions
- The creation of the Common Competency Framework, which will be used for all the reforms.



# A comprehensive HR strategic framework

Indicative list of projects:

- A new recruitment and selection process
- A tool for strategic workforce planning with the use of AI
- The redesign of the onboarding process
- New goal setting, performance management and rewarding system
- New selection process for managers
- Creation of learning and career paths
- A new job category of Executive Staff
- Creation of new positions of Certified Internal Auditors, Integrity Advisers and Human Resource Advisers and
- Creation of an innovation ecosystem in the public sector





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