

## **Five challenges for public administration in Southern Europe**

**Edoardo Ongaro, Northumbria University, European Group for Public Administration (EGPA)**

### **Abstract**

This article explores five 'challenges' for Southern European administrative systems (Portugal, Spain, Italy and Greece). The challenges identified are: the evolving and more and more asymmetric European governance, the apparent absence of a dominant administrative paradigm, the potentially irreversible crisis of the European welfare state, the usability of knowledge in the field of strategic management, the (de-)motivation of European public servants. Each challenge is discussed and possible ways forward outlined.

## **Algumas considerações sobre a representatividade das associações sindicais na Administração Pública**

**Isabel Silva, Diretora do Departamento de Relações Coletivas de Trabalho da DGAEP**

### **Abstract**

This article points out some issues concerning trade union representativeness in Public Administration. Trade union representativeness plays a key role in the public collective labour law as it constitutes the basis of the exercise of certain collective rights, particularly the right to collective bargaining. It identifies the legal criteria underlying the establishment of representativeness and determines density rates of some unions representing employees in public functions.

## Breve evocação do regime de trabalho da função pública

João Vargas Moniz, DGAEP

### Abstract

The reform of public administration is a constant subject for over forty years. Despite being applicant intended to dignify the workers and improve their working conditions, there is an absence of a stable and coherent policy for human resources. Successive governments have cyclically legislating on the same subjects under the pressure of various professional groups, contributing much to make them complex and nebulous. The moments of innovation and transformation are always associated with short periods of political stability the country has experienced.

## Os limites entre o controlo político e a profissionalização da Administração Pública

*“Nothing is more central in thinking about public administration that the nature and interrelations of politics and administration” (Waldo, 1987: 91)*

Maria Asensio, ISCSP-UL, DGAEP

### Abstract

A long-standing concern in the academic field of public administration is the role played by politicians and bureaucrats in the process of governance. The nature of this relationship and the appropriate role of political leaders and administrators has been the subject of considerable debate throughout the history. Therefore, the academic debate on politics-bureaucracy relations and proliferation of ideas for striking a balance between them has been going on for centuries. The relationship between these two actors remains a central problem for responsive governance. In recent decades, the growing crisis in governance and the changes in the global context have tended to redefine the roles and relationships between politicians and bureaucrats in the process of public management.

This article aims to provide an in-depth theoretical analysis by discussing the relationships between politicians and bureaucrats. A review of relevant literature will provide a brief summary of the century long scholarly debates on politics-bureaucracy. The relevant literature will be divided into four sections - accordance with the approach of classical, neo-classical, new public management and emerging trends of politics-bureaucracy relations. The argument is developed in the following way: First, some characteristics of the classical outlook are outlined. Second, claims about the undesirability of the dichotomy are discussed. Third, aspects of new public management and administrative dynamics are inquired, fourth, a redefinition of the dichotomy is identified and finally, some reasons for rediscovering the complementarity is recapitulated.

## **Governança, políticas públicas e direito: uma perspectiva integrada de avaliação**

**João Salis Gomes, ISCTE-IUL**

### **Abstract**

It is not possible to understand governance without regard to the increasing complexity of public policies. In this context, the evaluation of governance – of the network organization model which embodies it and the public policies that arise from it – stands out as a regulatory and mediation instrument between actors involved. There is a clear evolution from a perspective focused on outcomes to another where procedures are fundamental and democratic debate is carried on. Putting law in the evaluation of governance involves the need to identify both the closeness and the differences between public policies evaluation and legislative evaluation. Evaluation should adopt an integrated approach, and include the effects and the quality of legislative regulation in its object. In this context, issues related to regulatory simplification, a citizenship requirement, should deserve particular attention as they stand also as an imperative of efficiency and effectiveness.

## **A legitimidade para o procedimento de contratação coletiva dos trabalhadores em funções públicas no âmbito das autarquias locais.**

**Pedro Madeira de Brito, Faculdade de Direito, Universidade de Lisboa**

### **Abstract**

This article's purpose is to analyze the legitimacy, in terms of Local Authorities for the collective bargaining procedure for workers with a public employment relationship, highlighting the procedures and the principles especially applicable to the special arrangements of collective public bargaining recognized initially by the Lei n.º 12 -A/2008 of 27 February, as well as the critical analysis of the necessary adjustments within the autonomous regions, and more pointedly in local authorities. Finally, it presents the argument carried out by the judgment of the Constitutional Court n.º 949/2015, analyzing , through an interpretation that attempts for local autonomy, the legitimacy of Local Authorities for the Public Employer Collective Agreements, without the intervention of members of the Government.

## **An ecological perspective on organizations and leadership**

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### **Abstract**

This paper addresses the growing complexity with which society and organizations are faced, and the concomitant implications and challenges for leadership. Organizational Ecology, an ecological perspective on organizations, can help, not by reducing this complexity, but by developing other ways of exploring, engaging with and understanding this complexity. An ecological perspective implies an approach of dynamic, complex, adaptive configurations, having emergent qualities, being subject to

underlying dynamics through time and forming part of and being affected by a greater whole. Complexity is regarded as a given, as a starting point. This paper further elaborates on the implications of an ecological perspective for organizations, for leadership and leadership studies, proposing a transdisciplinary approach that extends beyond the sum of different disciplines, and a strong interaction between theory and practice - an approach to discover simplicity in complexity