

Public Administration After the Crisis **[Η Δημόσια Διοίκηση μετά την Κρίση]**

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The book *Public Administration After the Crisis* deals with the extremely interesting, contemporary issue of managing public sector during and after the economic crises in Greece and Cyprus. The evolution of public administration is an issue with high administrative/economic and socio-political interest, as it is a field of research and reflection for academic, political, and administrative communities. The book includes studies by renowned academic, legal, and administrative staff on current administrative issues during both economic crises, framing the need for critical reforms and operational adjustments to lead public administrations to appropriate action towards these goals. The collective volume is consisted of six sub-chapters with separate thematic areas under a common orientation referring to the multifaceted analysis of public administration in recent years in the light of both economic crises

The first chapter entitled ‘Political System, Public Administration and Crisis, consists of three contributions. In the first contribution, an analysis of the disciplinary law of civil servants is carried out. The study examines the effects of memoranda on disciplinary civil-service law focusing on the institution of self-imposed leave, the statute of limitations for disciplinary offenses, and the way disciplinary councils are set up. The analysis carried out highlights problems of lack of coherence and legal completeness, raising the crucial question of whether successive legislative changes promote legal certainty and the effectiveness of administrative action. The second contribution examines the prospect of turning the crisis into an opportunity to promote a new strategy for human resource management in public administration. This contribution focuses on reducing operating costs (as a key aspect of fiscal pressures) by decisively influencing the way in which human resources are

managed in the public sector under the weight of memorandum checks. The author presents in a very apt way the main reform projects of the period, which aimed at the better utilisation of human resources, while at the same time identifying the prospect of developing a new strategy for human resource management based on three distinct axes: rational planning, evaluation, and continuing education. The study highlights the importance of seizing the opportunity to shape a human resource management strategy that will lead to hiring the right number of people, with the right skills, in the right place, at the right time. The third contribution examines the relationship between the motion of individual distrust in relation to the motion of trust/distrust towards a Government. The institutional analysis of the motions of individual distrust (imputation of an issue of political responsibility to a Member of the Government) and trust of the Government (confirmation of the political and constitutional power of the Government) is carried out. It is argued that the submission of an individual motion of censure is the most effective means of parliamentary scrutiny against an individual Minister, leading to his disapproval by Parliament and subsequently to his resignation, while the conclusion presents with the highly interesting view that a motion of censure against the entire Government should not be considered a motion of confidence in it.

The second chapter is entitled 'Independent Authorities After the Crisis' and includes two contributions. The first one describes the evolution of the Independent Authorities in relation to the implementation of the memoranda in Greece. This particularly interesting contribution examines the establishment of new independent authorities, as well as the impact of institutional characteristics of existing independent authorities on the memorandum requirements. The dimensions of institutional, functional, and personal independence are identified in the light of the memoranda, while individual examples of independent principles are presented, highlighting the range of changes brought about by the implementation of the memoranda. The second contribution addresses the hot issue of the independence of the Independent Authorities by describing the critical points of independence and their distinctions: the process of selecting members, the adequacy of their term of office, the uninterrupted term of office, the stable regulatory framework, financial autonomy, and the exercise of parliamentary control.

The third chapter, which consists of two contributions, is entitled 'Public Administration and European Economics Governance'. The first contribution describes the importance of the Court of Auditors as a key factor in implementing

reforms, since, on one hand, it has the necessary means to conduct objective and impartial investigations and the prestige and common acceptance of clear or other findings on the other. The second contribution presents the constitutional aspects of the obligations of public administration. This contribution carries out a particularly interesting analysis of the principle of conditionality (being incorporated into European Union law) and its impact on the functioning of public administration, largely determining the prospect of economic growth.

The fourth chapter is entitled 'Social Administration After the Crisis' and includes three contributions. The first contribution describes the issue of the effectiveness of social administration in relation to informal payments in the field of health. The analysis presents the extent of the problem and seeks solutions and policy proposals focusing on, among other things, the development of five factors: comprehensive interventions with well-defined policy tools, a defined insurance package, restructuring of the health care provision and compensation system, adequate and stable public funding, and the absence of a culture of blame. The second contribution analyses the Greek social policy after the crisis in the light of recent findings and proposals of international organisations. The reported findings describe negative evaluations referring to widespread violations of economic and social rights. The study presents concluding remarks on the insufficient social policy pursued in Greece during the crisis, concluding with some very interesting proposals from the aforementioned reports. The third contribution provides an overview of public administration in pre-crisis and post-crisis health services. The study describes the course of health services before the crisis using financial data. It identifies the applied administrations practices in contrast to the practices used during the crisis, as well as after the end of the crisis. The attempted reform projects are analysed in a very clear way by conducting a critical review of the results achieved. The study concludes that the public health system needs a new vision and a new strategy of change that will first focus on patients (access and quality), then r on taxpayers (cost/benefit) and lastly on health professionals applying contemporary practices of New Public Management.

The fifth chapter refers to the 'Impact of the Crisis on the Cypriot Public Administration' and includes two contributions. In the first contribution, a very interesting analysis of the discrimination of powers in the Cypriot legal order is carried out, focusing on the issue of the appointment of civil servants. This contribution demonstrates in a particularly auspicious way how the implementation of the prin-

ciple of separation of powers is strictly implemented in the Cypriot constitutional law (although it is noted that its implementation is not always clear due to the lack of sufficient criteria). A critical evaluation of the Cypriot case law is carried out as to the principle of separation of political power from administrative action, while the prohibition of the involvement of the legislative power in the process of appointing civil servants is presented as a positive element. The second contribution refers to the challenge of developing strategic planning in the Cyprus Public Sector. The study carries out an excellent analysis of the theoretical framework of strategic planning in public administration, while also presenting the evolution of strategic planning in Cyprus. It concludes with the presentation of the contemporary strategic planning system in the Cypriot public service (through which public organisations can now perceive and control how they apply for and spend the appropriations allocated to them from the State budget). The study identifies the indisputable progress that has been made as well as the significant opportunities for improvement in relation to the potential tools of public management.

The sixth chapter is entitled 'What Reforms in the Public Sector Post-Crisis Management?' and includes three contributions. The first contribution introduces individual introductory thoughts on the implications of public administration problems and the need for reform. The second contribution analyses the operation of public enterprises and the importance of applying the principles of Public Management in Greece. The analysis describes the conditions and tools for promoting the development of effective public bodies and concludes that the new public-sector architecture must ensure sustainability and soundness in the long run. The third contribution identifies reform challenges of the Greek public administration by describing the dilapidation of the Greek public administration (with the main characteristics being hypertrophic organisations, customer relations, high inefficiency, intense politicisation, etc.) as the main causes of economic derailment. The study concludes with very interesting proposals for the establishment of a well-functioning and efficient public administration, focusing on five critical issues: the executive function of the Government and the effective coordination of the public administration, the quality of regulation and the development of public consultation, the utilisation of human resources, the evaluation of the efficiency and effectiveness of public services, and the development of a new relationship of cooperation with the market and civil society.

The book is an excellent contribution to science examining critical administrative issues, the analysis of which can be a particularly useful set of tools for improving the functioning of public administration in Greece and Cyprus. The value of the book increases significantly as it refers to a particularly difficult period during which public administrations suffered from the economic crisis and were in search of solutions that would lead them to a more prosperous future. A thorough analysis of the multifaceted aspects of public administration renders this collective volume an excellent textbook capable of contributing to both to the development of academic knowledge and the promotion of administrative action.

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