

ENGLISH SUMMARIES

The public administration system - The conditions for a future, by Emanuele Sgroi

In a world where globalisation is fuelling a range of variables which are difficult to predict, planning the future of the public administration system is a challenge beset with risks. The most advisable approach may be to identify the conditions which could facilitate changes and those which could prevent them or deflect them to produce effects other than those desired. However, public administration does not appear able to avoid the bureaucratisation that seems to mark the fate of all large organisations in a complex and uncertain society. The pendulum seems to swing between the goals of efficiency/effectiveness and the principle of legality, according to the prevalence of factors of crisis or factors of stability and growth. But economic and political integration also seem to be driving an increasing standardisation of national administrative systems, at least in the countries with a higher degree of economic development and an increasingly active role played by the citizenry. In these administrative systems the principle of legality is increasingly associated with the principles of effectiveness and communication in accordance with the logic of good governance.

Transformations in public administrations and European law, by Guido Corso

The Treaty of Rome and the advent of European legislation have led to the formation of a body of European law which is having a significant effect on the legal systems of EU member states. These effects are certainly felt most strongly in administrative law - the body of law regulating relations between public administrations and the citizenry. European law, which includes the decisions of the Court of Justice, facilitates an exchange of "successful" organisational criteria and administrative procedures among member states. The deregulation of public services, the simplification of authorisation procedures and the recognition of "administrative citizenship" are just some of the innovations which European law is demanding, not without some resistance and delays, in the administrative machines of member states.

Globalisation and public administration, by Guido Signorino

The globalisation of the economy and the increasing scarcity of strategic and energy resources worldwide have driven policies of market deregulation and public finance restructuring. The spread of the New Public Management model has resulted in recourse to outsourcing and the use of non-tenured employees in the public administration system, with the dual goals of increasing productivity and saving on management costs. From a macro-economic standpoint the counter-inflationary effects of this model seem to have an increasingly substantial dark side in terms of the spread of non-tenured employment and a climate of uncertainty.

Old and new players in public administration: state administration, public bodies, regional government, local authorities, public enterprises, by Giovanni Vetrutto

After fifteen years of laborious legislation on administration, which has not always produced the desired effects, it is appropriate to take stock of the state of modernisation of Italian administrative institutions. Such an analysis is far from simple and cannot be conducted according to a single set of criteria. Due to the nature of the Italian administrative system, it has to be organised by sectors, with specific analyses of the various subsystems constituted by the various types of administration. This is because the Italian civil service has become more complex and diversified than perhaps any other national system in the 150 since the country's unification. Various organisational models have been successful at various times, only subsequently to disappoint and become the object of fierce criticism. Nonetheless, the administration remains composed of different organisational types (ministries, autonomous administrations, public bodies, public enterprises, regional authorities and local government) manifesting levels of efficiency and modernisation which differ greatly from one another and even within themselves. This reflects a peculiarly Italian characteristic which may be summed up in the metaphor of an inclination to cultivate "flowers in the desert". The various public players are thus analysed overall and in their single most significant experiences to provide a picture of light and shadow, in which the importance of the positive signs appears undeniable in the present crisis of the country as a system.

The public manager - Professionalism, organisation, legal framework, by Alberto Caporale

The author presents a concise analysis of the factors (historical-legal and socio-political) that still, more than a decade after its introduction, determine the uncertainty of the revision of the role of public managers within the process of change that has been developed in recent years. This has been characterised above all by the search for an

elusive balance between the political and managerial spheres, a search which has often resulted in temporary solutions too often susceptible to the changing intentions of the leading figures who conduct the relations underpinning those spheres. Such solutions are not able to provide the stability in relations between the various players in an organisation which is essential for its success. Despite the uncertainty which still marks the subject of this analysis, the author insists that a new start should be made from what positive elements there are in the system (such as the substantial body of professional skills and experience in the management cadres) to employ greater conviction than that shown hitherto and thereby achieve a system of public organisations able to balance proper management practices with the political function of policy-making and monitoring, as envisaged by the reforming legislation.

The company model loses its way. can the company model be applied to public services?, by Piero Trupia

Is the company model valid for public services? Neither its juridical paradigm nor its organisational set-up can guarantee efficiency in the public service field. Its organisational model seems to perform better, but nowadays it labours under the doctrine of scientific management, which in turn is steeped in "modern" thought in its American version - pragmatism, behaviouralism and social darwinism. Such concepts of "modern" and "scientific" are outdated categories in the present post-industrial context of science and social practice. A new organisational model taking account of this context is required in industry and even more in the social services. The mission of serving the community requires a model of efficiency based on the doctrine of public choice tempered by a substantial component of social ethics.

European integration and systems of national administration, by Marco Lopriore

The author sets out to show how European policies affect the national administrations of EU member states. Starting from institutional reforms (Maastricht, Nice, the European constitution) with particular reference to the European Commission, the driving force of the EU's institutional triangle, he goes on to analyse a range of policies such as structural policies and E-government, making reference to the most important stages in the construction of Europe (including the Single Market, the Services Directive and financial prospects). In so doing he highlights the need for a greater awareness and dissemination of European themes in the Italian public administration at national, regional and local level.

The role of management training in the future of public administration - Research and eye-witness accounts, by Giuseppe Del Medico

The new economic and social situation requires new answers, new working methods and new organisational models in the public administration. And this is the path down which the public administration has started to go, though it has done so in fits and starts and above all without proper use of the levers available for effecting real change. One of these levers is the professionalism of civil service managers. Although the future to be constructed is still uncertain, the management cadres clearly need new skills which go far beyond those designed to ensure the legitimacy of decision making and the legality of procedures. On the basis of recent research projects and two eye-witness accounts, the complete texts of which are set out in the two following chapters, the author provides an interpretative key on the importance of a real awareness of civil service management, not only in contractual terms but in terms of experience, particularly where change requires a modification of attitudes and organisational behaviour. A training programme using innovative methods would be able to support this process of professional development.

The training of public administration managers eye-witness account, by Antonio Paoluzzi

Asked to respond to a series of questions, the author provides an interpretative key to the themes of the professionalism of civil service managers and the role of training in the development of the new skills needed for effecting real change in public administration practices. The interpretation also takes account of European integration.

The training of public administration managers eye-witness account, by Carla Chiara Santarsiero

Asked to respond to a series of questions on the professionalism of civil service managers and the role of training, the author highlights the gap between the methodological approach deemed necessary for successful training and the present level of development in the public administration system.