

## **“Governance, Sustainability and HRD at the Regional Level: The Case of the University Training Programme for Local Government Executives in the Region of Crete”**

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### **Abstract**

*The paper deals with the Training Programme for Local Government Executives in the Region of Crete, which was designed and implemented based on the findings of the qualitative research-needs assessment, carried out within the framework of the Research Project entitled “Governance, Sustainability and Regional Innovation” (KA 4289) in the Region of Crete. The project was carried out by the Centre of Political Research & Documentation (KEPET) and the Centre for Human Rights (KEADIK) of the Department of Political Science of the University of Crete, while it was entirely funded by the Region of*

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*Crete. In particular, the first part provides a brief analysis of the theoretical dimensions concerning the relation between governance, sustainability and regional development, with particular regard to the role of training-reskilling in the development of Local Government Human Resources. This is followed by a focus on the methodological strategy used for implementing the field study conducted as part of the Project, emphasizing on the primary qualitative research-needs assessment and its key research findings, based on which the Project's Training Programme was designed and implemented. Then, the framework, the methodology and the teaching modules of the Training Programme are presented and analyzed, as they were designed and implemented based on the Project's qualitative-research findings.*

### **Key words**

Regional Governance; Sustainability; Needs Assessment; Training; Human Resource Development; Region of Crete.

### **Περίληψη**

*Η παρούσα μελέτη εστιάζει στο Πρόγραμμα Κατάρτισης- Επιμόρφωσης Στελεχών της Τοπικής Αυτοδιοίκησης στην Περιφέρεια Κρήτης, το οποίο σχεδιάστηκε και υλοποιήθηκε στη βάση των ευρημάτων της ποιοτικής έρευνας- διάγνωσης αναγκών, η οποία έλαβε χώρα στο πλαίσιο του Ερευνητικού Προγράμματος με τίτλο «Διακυβέρνηση, Βιωσιμότητα και Περιφερειακή Καινοτομία» (KA4289) στην Περιφέρεια Κρήτης. Το εν λόγω ερευνητικό έργο υλοποιήθηκε από το Κέντρο Πολιτικής Έρευνας και Τεκμηρίωσης (ΚΕΠΕΤ) και το Κέντρο Ανθρώπινων Δικαιωμάτων του Τμήματος Πολιτικής Επιστήμης του Πανεπιστημίου Κρήτης και χρηματοδοτήθηκε εξ ολοκλήρου από την Περιφέρεια Κρήτης. Συγκεκριμένα, το πρώτο τμήμα της μελέτης επιχειρεί μια ευσύνοπτη ανάλυση των θεωρητικών διαστάσεων της σχέσης μεταξύ διακυβέρνησης, βιωσιμότητας και περιφερειακής καινοτομίας, με ιδιαίτερη έμφαση στο ρόλο της κατάρτισης- επικαιροποίησης δεξιοτήτων στην ανάπτυξη του ανθρώπινου δυναμικού της Τοπικής Αυτοδιοίκησης. Ακολουθεί η εστίαση στη μεθοδολογική στρατηγική, που αξιοποιήθηκε για την υλοποίηση της έρευνας πεδίου ως τμήμα του Έργου, με έμφαση στην πρωτογενή ποιοτική έρευνα- διάγνωση αναγκών και στα κύρια ερευνητικά ευρήματα, στη βάση των οποίων σχεδιάστηκε και υλοποιήθηκε το Πρόγραμμα Κατάρτισης- Επιμόρφωσης του Έργου. Τέλος, το πλαίσιο, η μεθοδολογία και οι θεματικές ενότητες του Προγράμματος Κατάρτισης- Επιμόρφωσης παρουσιάζονται και αναλύονται, όπως αυτές σχεδιάστηκαν και υλοποιήθηκαν στη βάση των ευρημάτων της ποιοτικής έρευνας, που διεξήχθη στο Πλαίσιο του Ερευνητικού Έργου.*

### **Λέξεις- Κλειδιά**

*Περιφερειακή Διακυβέρνηση, Βιωσιμότητα, Διάγνωση Αναγκών, Κατάρτιση, Ανάπτυξη Ανθρώπινου Δυναμικού, Περιφέρεια Κρήτης.*

### **Introduction**

If we attempt to delineate the field of “governance”, we shall see that, both as a term and as a concept, it is used mostly in political discourse and debate, focusing on matters relating to central and decentralised state public administration due to a lack of, and at the same time a search for an appropriate political coordination (Böcher, 2008: 372-388). There is not a generally accepted definition for governance as a concept. On the contrary, it is characterised by diversity and sometimes ambiguity (Rhodes, 1996; Stoker, 1997). “Governance, as the ‘process of the administration’, generally refers to the process by which the elements of society exercise power and authority, influencing and establishing policies and decisions impacting on public life. Governance includes

*rules, procedures and behaviours relating to procedural, structural, operational and organic aspects of governance”* (Benz, 2010 as cited in ETF, 2013: 6).

In this context, new forms of governance have emerged, in which policy-making and decision-making processes are based on an ongoing dialectical negotiation between public and private (socio-economic) bodies - interest groups (Eberlein & Kerwer, 2002). These are mainly focusing on the concept and principles of sustainability and sustainable development on the basis of three pillars, i.e. environment, economy and society, constituting the new governance standard both at the central and the regional levels. Therefore, these new forms of governance also contribute to strengthening decentralised administration, regional innovation and development (Papadakis & Lavdas, 2017: 11-12; Papadakis et al., 2018: 281-282).

In addition, the relation between governance, human resources development and administrative capacity, and the distinction between capacity and competence play a decisive role in the effective governance towards sustainable development in Public Administration and Local Government (Papadakis et al., 2018; Papadakis & Pechlivanides, 2010). Based on the above mentioned, providing training-reskilling to Public Administration and Local Government executives is required in the context of a modern Public Administration model (Cardona, 2009: 2). On the other hand, it constitutes a major component in acquiring and/or updating competences related or linked to strengthening the administrative capacity of human resources (Adomonis, 2009: 3). At the same time, it increases Public Administration and Local Government executives’ effectiveness and thus leads to the promotion of sustainable development in Public Administration (Drakaki et al., 2017: 102).

In this context, the training-reskilling of Public Administration and Local Government executives has, in general, two common characteristics: i. it is group-centred, and ii. it is based on the experiences and needs of executives working for the specific public service (ILO, 2007). Furthermore, generic skills related to administrative capacity, formulation of strategies and communication (mental skills), as well as social skills (see Papadakis et al., 2012: 9-10; Holley & Jennings, 1994), are considered necessary for human resources at Local Government as a whole (Drakaki et al., 2017: 103). Acquisition of such skills needs to be provided by training-reskilling programmes designed according to the three following components: needs-in-skills assessment – training – skills and learning outcomes assessment (Papadakis et al., 2012: 11). In particular, needs-in-skills assessment is a major tool for determining learning objectives, designing training

programmes and assessing the training process in trainees (Cecada, 2010; Drakaki et al., 2017: 103).

### **1. The “Governance, Sustainability and Regional Innovation” Research Project (KA 4289) – Key Characteristics**

Based on the above, the Research Project entitled “Governance, Sustainability and Regional Innovation” (KA 4289), was implemented on the basis of the Programme Agreement concluded between the Region of Crete and the University of Crete, with Team leader (Person in Scientific Charge) Professor Nikos Papadakis. The research was implemented by the Centre for Political Research and Documentation (KEPET) and the Centre for Human Rights (KEADIK) of the Department of Political Science of the University of Crete, and it was funded by the Region of Crete (project duration: 19/10/2015-18/04/2018) (Papadakis & Lavdas, 2017: 9; KEPET & KEADIK, 2017a: <http://governance.soc.uoc.gr/>). This research included the design and implementation of an evidence-based Training Programme for Local Government Executives in Crete, on the basis of the findings of the needs assessment and the triangulated methodological strategy of the Research Project (Papadakis & Lavdas, 2017: 21).

In particular, the Project’s scope (KA 4289) was to investigate and analyse the multi-level relation between governance and sustainable development, placing particular emphasis on issues relating to regional innovation in the Region of Crete (Papadakis & Lavdas, 2017: 9). The Project’s key objective was the needs assessment, the development of a feasibility study for a Postgraduate Education Programme, the fully design and implementation of a Training Programme for Executives, as well as the formation of an evidence-based policy proposal set on the basis of the principles on sustainability, good governance and regional innovation, towards a potential contribution of the Project’s key objectives and findings to the economic growth and the strengthening of social cohesion in the Region of Crete (Papadakis & Lavdas, 2017: 9-10).

More specifically, in the context of the Project’s implementation, the Training Programme for Local Government Executives in Crete was based on the needs assessment, including design and implementation, and was conducted according to the learning objectives and the expected learning outcomes, identified during the design of the Training Programme and the learning-training material, which was produced by the Project Research Team, specifically for the purposes of the Executives’ Training

Programme, based on the needs assessment carried out within the Project's Field Study (Papadakis & Lavdas, 2017: 10). Furthermore, the Project included in total:

- a coherent and detailed feasibility study, as well as the design (including Postgraduate Education Programme Guide, syllabus, and learning material) of a proposed Postgraduate Studies Programme entitled "Governance, Sustainability and Regional Innovation", aiming at further education and specialization of human resources, with a particular emphasis on the executives of the Grade A and Grade B of the Local Government<sup>8</sup> (KEPET & KEADIK, 2016a; 2017c);
- the conduction of 3 different primary research, i.e. 2 quantitative researches (KEPET & KEADIK)<sup>9</sup> in cooperation with the Laboratory of Social Statistics and Political Research of the Department of Political Science of the UoC/Dafermos et al., 2016; Public Opinion Research Unit of the University of Crete in cooperation with KEPET & KEADIK of the UoC/Tzouvelekas et al., 2016) and one qualitative research (needs assessment) (KEPET & KEADIK, 2016b), as well as a secondary quantitative research, within the framework of the Project's methodological strategy (KEPET & KEADIK, 2016c; 2016d);
- as well as the design of a website (<http://governance.soc.uoc.gr/>) for the Project as part of the disseminating project outcomes (KEPET & KEADIK, 2017a), the creation of an E-Learning Platform (<https://governance.soc.uoc.gr/>) for the purpose of implementing the Executives Training Programme (KEPET & KEADIK, 2017d), the formation of an evidence-based policy proposal set for the Region of Crete (KEPET & KEADIK, 2017e), SWOT Analysis (KEPET & KEADIK, 2017f) etc.

To sum up, the Research Project aimed both at promoting and strengthening the current knowledge and at producing new knowledge as regards sustainable development and governance, and also in terms of their interaction, through the design of the education activity at higher education level<sup>10</sup> and the training activity<sup>11</sup>, based on the findings of the needs assessment and the parallel development of an evidence-based policy proposal

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<sup>8</sup> The Grade A of the local government in Greece includes the Municipalities which are the first (lowest) level of local governance and the Grade B includes the Regions, which are the second level of local governance.

<sup>9</sup> KEPET: Centre for Political Research and Documentation of the Department of Political Science of the University of Crete, KEADIK: Centre for Human Rights of the Department of Political Science of the University of Crete.

<sup>10</sup> see design of proposed Postgraduate Studies Programme.

<sup>11</sup> see design and implementation of Executives Training Programme.

set for the Region of Crete, on the basis of seven main pillars (KEPET & KEADIK, 2015a: 2; Papadakis & Lavdas, 2017: 10-11):

*“1. Political Stability and Quality of Regulatory Mechanisms*

*2. Efficiency of Governance*

*3. Sustainable Development and Environmental Protection*

*4. Social Policy and Improved Insurance Systems*

*5. Determinants of Sustainability*

*6. Sustainable Development, Agricultural Products and Public Health*

*7. Tourist Product and Development in Crete* (KEPET & KEADIK, 2015a: 2-3).

## **2. The Project’s Methodological Strategy – Qualitative Research (Needs Assessment)**

Based on the above mentioned, the methodological strategy used for the Field Study of the Research Project entitled “Governance, Sustainability and Regional Innovation” (KA 4289) built on the combination of quantitative and qualitative research (mixed methods) and on triangulation (in other words, the approach of mixed methods research process) (see Patton, 2002; Crewswell, 1998; Thurmond, 2001: 254-256), i.e. combining different methodological approaches, as well as different methodological tools for data collection and analysis, in order to study the research topic of the Project’s Field Study thoroughly and in depth (KEPET & KEADIK, 2015a: 3-4; Denzin, 1978: 291; Robson, 2010: 207 & 440-444; Papadakis et al., 2016: 433-435).

The Field Study was based, firstly, on a theoretical foundation and the analysis of major secondary quantitative data for the crucial issues of sustainability, governance and regional innovation, focusing on the Region of Crete (KEPET & KEADIK, 2015a: 4, 2015b: 2-30, 2016c: 4-47, 2016d: 2-3).

As regards primary quantitative research, and specifically the two large-scale primary quantitative surveys, these were carried out through phone interviews using the structured questionnaire as data collection tool and the SPSS statistics package as quantitative data processing and analysis tool (KEPET & KEADIK, 2015a: 11; KEPET & KEADIK in cooperation with the Laboratory of Social Statistics and Political Research of the Department of Political Science of the UoC/Dafermos et al., 2016; Public Opinion Research Unit of the University of Crete in cooperation with KEPET & KEADIK of the UoC/Tzouvelekas et al., 2016; Drakos et al., 2017: 28-55; Dafermos, 2017: 56-62).

The Project's primary qualitative research (needs assessment) was based on the principles of empirically Grounded Theory, in order to explore in depth and highlight views from institutional executives, social partners and civil society representatives, as well as the needs, shortcomings, problems and bottlenecks as regards organic correlation between regional governance and sustainable development in Crete (KEPET & KEADIK, 2015a: 5 & 10-11).

Apart from all the above-mentioned, the following were also highly significant:

- the flexible and inductive nature of Grounded Theory, in that it is a research procedure which emerges at an initial level from an investigation of characteristics and issues relating to the research object, and then follows a progressive construction of conceptual categorisations, in order to result in composing, explaining and formalising potential correlations and relations based on the research findings (Lacey & Luff, 2001),
- and also the use of different tools for quantitative and qualitative data collection (structured questionnaire, semi-structured interview, narrative interview) (see KEPET & KEADIK, 2016b: 4-6; Tzagkarakis et al., 2017: 68), in the context of triangulation and mixed methods followed under the Project's methodological research strategy, allowed for maximising information pluralism and interpretative depth of the findings, focusing on both state-of-play analysis and needs assessment as regards formulating policy proposals and training human resources towards reskilling in the Region of Crete (KEPET & KEADIK, 2015a: 4-7).

In particular, regarding the data collection tools used in the qualitative research – needs assessment, i.e. semi-structured interview and narrative interview, due to the flexibility and insights they provide as qualitative tools for collecting and producing data (Robson, 2010: 321 & 330-331), they allowed for capturing both the key characteristics of the design, formulation and implementation of policies by the responsible players at regional and local levels, and the views and perceptions of interested bodies, groups and social partners in the Region of Crete (see also KEPET & KEADIK, 2015a: 12), towards a bottom-up needs assessment in Crete, at both macro- and micro- levels, and also the investigation and promotion of existing problems in regional governance, i.e. in the procedures followed for policy implementation and policy-making, and of existing weaknesses and shortcomings (KEPET & KEADIK, 2015a: 12).

The structure of the semi-structured interview plan, which was used to conduct qualitative research - needs assessment in the context of the Project, was structured on the basis of the following components:

- i. Indicative introductory observations*
- ii. Integration of highly structured questions to obtain biographical data and data regarding the field*
- iii. Thematic fields (TFs) and indicative questions per TF and per TS (thematic section – in the form of heading)*
- iv. Set of any clarification questions*
- v. Plan of follow-up questions*
- vi. Concluding remarks”* (KEPET & KEADIK, 2015a: 12) **(see Annex I).**

The primary qualitative research (needs assessment) was conducted in all four Regional Units of the Region of Crete, using, as stated above, the semi-structured interview and the narrative interview, with elected and non-elected Local Government Executives and Social Partners’ representatives (KEPET & KEADIK, 2016b: 4). A total of 16 semi-structured and 4 narrative interviews were carried out, with proportional distribution in all Regional Units of the Region of Crete, i.e. 4 semi-structured and 1 narrative interview per Regional Unit in order to further deepen in the opinions of the local executives and social partners’ representatives about the problems and challenges they face in the level of local governance (KEPET & KEADIK, 2016b: 5) (see also Table 1).

**Table 1: Distribution of Semi-Structured and Narrative Interviews per Regional Unit in the Region of Crete**

<b>Regional Unit</b>	<b>Semi-Structured interviews</b>	<b>Narrative Interviews</b>	<b>Total</b>
Heraklion	4	1	5
Lasithi	4	1	5
Chania	4	1	5
Rethymno	4	1	5
<b>Total</b>	<b>16</b>	<b>4</b>	<b>20</b>

*Source:* KEPET & KEADIK, 2016c: 6.

In conclusion, the ultimate objective of the needs assessment was to create a framework of conditions in order to improve living conditions, strengthen employment prospects and support economic growth in Crete, while protecting the environment and resulting in a set of development proposals and effective solutions (KEPET & KEADIK, 2017e, 2017f), based on the principles on sustainability and innovation. Accordingly, the



design of a proposed Postgraduate Studies Programme in Governance, Sustainability and Regional Innovation (KEPET & KEADIK, 2016a: 3-10; 2017c: 2-12) was also included, as well as the design and implementation of a comprehensive Training Programme for Local Government Executives with reskilling features, both based on the principles of modularized and competence-based training (KEPET & KEADIK, 2015a: 3).

### 3. The Key Findings of the Qualitative Research

The findings of the qualitative research provided a number of important insights and conclusions in the context of the needs assessment regarding the Region of Crete, in particular as regards issues related to existing shortcomings and needs, perceptions and perspectives, which can be summarized as follows:

- In general, based on the findings of the needs assessment, there is a positive image in terms of the level of competitiveness of the economy in the Region of Crete, compared to the rest of Greece, mainly due to the tourism. However, there are concerns as regards the effects of financial difficulty in employment and business, particularly on the part of employees (see KEPET & KEADIK, 2016b: 10-11, 32-33 & 77): *“...Competitiveness at work has reached an inappropriate level and there is a need for healthy competition in order to achieve the best possible results for the benefit of employees”* (C.7) (KEPET & KEADIK, 2016b: 11).
- Furthermore, as regards innovation and research issues, the interviewees pointed out that the level is very high in Crete, due to the close and multidimensional cooperation between the Region of Crete and the Universities and the Research Institutions of Crete. However, it should be noted the enhancement of cooperation and coordination among all concerned bodies (KEPET & KEADIK, 2016b: 11, 33-35 & 77), the strengthening of association between Universities and the production process (KEPET & KEADIK, 2016b: 33-35): *“There is a lot of research, great innovation, many people involved in this, but unfortunately, as is the case in all universities in Greece, universities are almost totally disconnected from the production process, and often from society as well”* (C.8) (KEPET & KEADIK, 2016b: 34), as well as the uneven distribution of research among the Regional Units of Crete (KEPET & KEADIK, 2016b: 34).
- According to the findings of the qualitative research, apart from tourism, the Cretan diet and tradition, and Crete’s geographical position and natural resources, as

well as the high-quality products of the primary sector are the main competitive advantages of the Region of Crete (KEPET & KEADIK, 2016b: 12-13, 35-36, 77-78): *“It is the geographical position of the Region of Crete, its human resources, which are of a sufficiently high level, it is the Research Institutions and the Universities, the businesses, especially in tourism and in the primary sector, that have made a lot of efforts and have had several successes both in Greece and abroad.”* (C.10) (KEPET & KEADIK, 2016b: 36). Although all these are at a sufficiently high level, their promotion and visibility needs to be further enhanced because, according to the interviewees, there is a lack of coordination between the bodies of the island, towards designing a common strategy to strengthen local economy as a whole (KEPET & KEADIK, 2016b: 12-13, 35-36, 77-78). Promoting the visibility of the Cretan diet and Cretan products, extending the tourist season, improving infrastructure, and enhancing and improving the effectiveness of linking tourism to the primary sector appear to be important parameters for bolstering tourism and, thus, the economy of the Region of Crete (KEPET & KEADIK, 2016b: 12-13, 35-36 & 78).

- As regards the investment environment in the Region of Crete, the findings of the qualitative research (needs assessment) showed that it is largely affected, as is the case in the rest of Greece, by bureaucracy, poor policies, existing administrative inefficiencies, e.g. bureaucracy and corruption of public officials (KEPET & KEADIK, 2016b: 13, 36-37 & 78): *“...to obtain a license, you would have to make several facilitation payments and still you would not consider it done. There are examples of entrepreneurs who were asked for money in order to be able to proceed with their business activities, and colleagues of those who were caught trying to repress investors...”* (C.11) (KEPET & KEADIK, 2016b: 13). The change in the tax system: *“All investors and entrepreneurs should be aware that this will apply for at least a decade... rules should be established for the market and the banks...”* (C.11) (KEPET & KEADIK, 2016b: 37), the more flexible financing for businesses, the use of programmes (e.g. NSRF), promoting entrepreneurship through the creation of artisanal parks, the use of the Greek Development Law, and cooperation between production agencies are, according to the interviewees, the most important means to improve competitiveness as regards business-investment prospects in Crete (KEPET & KEADIK, 2016b: 13-14, 36-37 & 78).

- Regarding infrastructure in Crete, interviewees appear quite dissatisfied, and think that redevelopment of the Northern Highway of Crete (BOAK) (KEPET & KEADIK,

2016b: 14-15, 37-38): *“Apart from governments which are to blame, local government bodies are also at fault. And this is because, in spite of the money allocated to infrastructure by the State, it seems that there were mistakes in planning and setting priorities which resulted in a lack of a reliable highway, which would be an enormous development tool for Crete”* (C.12) (KEPET & KEADIK, 2016b: 14), and modernisation of the ports and airports in Crete, using funding from public-private partnerships or the European Investment Bank, are an immediate priority (KEPET & KEADIK, 2016b: 14-15 & 37-38).

- With regard to the international image of Crete, the findings of the needs assessment showed that the promotion of the brand name ‘Crete’ internationally is quite good, but more focus should be placed on the promotion of the Cretan tradition, gastronomy and culture, as well as targeted tourism (e.g. medical, religious tourism etc.) (KEPET & KEADIK, 2016b: 15-17, 39-43, 78-79). In this context, interviewees underline the need to provide training programmes for tourism professionals, in order to acquire or upgrade their existing competences towards taking sustainable investment initiatives (KEPET & KEADIK, 2016b: 16-17; Tzagkarakis et al., 2017: 72), *“...The philosophy should be improved, tourism professionals should receive training. All these years, anyone could open a tourist store, but all these stores were disorganised, and there was a lack of proper training. I consider the training of tourism professionals really important... to significantly improve services provided, as if the truth be told, hoteliers and tourist store owners will sell the tourism product because it represents their country, their homeland”* (C.15) (KEPET & KEADIK, 2016b: 17).

- As concerns the primary sector of the economy in Crete, the qualitative findings showed that the crisis, but mainly bad policy in the field of agricultural subsidies during the years preceding the crisis, and the lack of land planning constitute the main parameters of the lack of a sustainable primary sector in Crete. In fact, some of the interviewees believe that the economic crisis has contributed to the return of the young population to the primary sector through their engagement in activities related to this sector of the economy (KEPET & KEADIK, 2016b: 17-18 & 43; Tzagkarakis et al., 2017: 70). The creation of cooperatives and partnerships between producers and all local and regional bodies, as well as the provision of training and guidance to professionals of the primary sector would, according to the interviewees, contribute to sustainable development in the primary sector on the one hand, and to the planning of a common strategy for the promotion of local Cretan products, while, at the same time,

improving and modernising their quality and the methods for production and placing on the market, on the other hand (KEPET & KEADIK, 2016b:18-19, 44-45 & 79-80; Tzagkarakis et al., 2017: 70-71): *“One the one hand, providing better training and guidance to farmers, if I may say so, and, on the other hand, creating cooperatives....”* (C.17), *“.....Modernisation of production facilities. Orderly and planned crops.”* (C.17) (KEPET & KEADIK, 2016b: 44).

- As to the quality of life in Crete, the qualitative findings showed that the interviewees believe that the level is better compared to the rest of Greece, in spite of the fall in incomes and in the citizens' purchasing power. The contribution of regional authorities, local community and local bodies appears to be extremely important in addressing societal problems which have been aggravated by the crisis, although financial resources are limited. On the contrary, intervention and provision of resources by the central government is insufficient, or negligible, based on the interviewees' views *“Decrease in resources. The central government provides no funding. Despite the efforts made by the Region of Crete.”* (C.11) (KEPET & KEADIK, 2016b: 46), (KEPET & KEADIK, 2016b: 19-21, 45-48 & 80; Tzagkarakis et al., 2017: 73-74).

- Concerning the environmental sustainability in the Region of Crete, according to the findings of the qualitative research (needs assessment), it appears that there is insufficient accurate information of citizens as regards renewable energy sources and environmental issues, which in certain cases poses problems as regards investments in these sectors and sustainability. Also, there seems to be a lack of spatial and environmental planning for renewable energy sources, which had led to their unregulated and uncontrolled installation in the past (Tzagkarakis, 2017: 69; KEPET & KEADIK, 2016b: 22-23, 49-50, 80-81), *«They have been promoted. The Region has carried out studies to stop uncontrolled installation. There was uncontrolled installation in the past.»* (C.25) (KEPET & KEADIK, 2016b: 49). However, all interviewees, although being dissatisfied with environmental policies adopted, due to the inadequate promotion of actions and strategies at national, regional and local levels, the lack of a stable economic environment, and the unreliability of the central government as to decision-making (KEPET & KEADIK, 2016b: 23, 49-50; Tzagkarakis et al., 2017: 69), consider that environmental sustainability is the primary objective in the development of regional policy (KEPET & KEADIK, 2016b: 22, 48-49), *“...Designated Natura sites and mountain regions should continue to be protected, because if we destroy the*

*environment we might reap occasional benefits but, in the long term, there will be an enormous problem...*” (C.23) (KEPET & KEADIK, 2016b: 22).

▪ Regarding Regional Governance, the qualitative findings of the needs assessment showed that interviewees appear satisfied with the ‘Kallikratis’ Programme<sup>12</sup>, pointing however towards the need for individual changes so as to give more authority to Local Government institutions, and in order for the central government to allocate the legal mandatory resources to Local Government (KEPET & KEADIK, 2016b: 24, 51, 81), “...*If the central government gives authority and provides resources to the local government, there will be benefits because local administrators are aware of citizens’ needs. The central government could still be responsible for central planning*” (D.28). (KEPET & KEADIK, 2016b: 25). Although the ‘Kallikratis’ Programme seems to have created a decentralised administration as regards responsibilities, which allows for timely intervention to address and resolve problems (Tzagkarakis et al., 2017: 74), however, based on qualitative findings, it appears that, in several cases, there is an involvement and overlapping of responsibilities between the central government and local government agencies, but also between the responsibilities of the agencies of the Regional Units and the responsibilities of the headquarters of the Region of Crete (KEPET & KEADIK, 2016b: 24, 52).

▪ In terms of the staff of the Local Government in Crete, based on the findings of the needs assessment, they seem to have the appropriate skills and specialisation that are necessary for their work, mainly in the Region and to a lesser extent in Municipalities (KEPET & KEADIK, 2016b: 24-25, 51-52, 81). In particular, in the first-degree Local Government (Municipalities), there seems to be a lack of well-trained and specialised staff [“*In the first degree, I would say, as I mentioned before, that there is really a meltdown.*” (D.28) (KEPET & KEADIK, 2016b: 52)], although, in some cases, the staff is proportionally more than in the Region of Crete, which, on the one hand, hinders promotion and management of sustainable development in municipalities, given also the lack of financial resources in municipalities and, on the other hand, the Region of Crete intervenes quite often to deal with and solve problems and complete major projects

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<sup>12</sup> The Kallikratis Programme is the common name of the Greek law 3852/2010. It was the second major administrative reform in Greece after the 1997 Kapodistrias reform. It was named after ancient Greek architect Callicrates and was adopted by the Hellenic Parliament in May 2010. Its main aim was to reduce further the number of self-governing local administrative units by compulsory merging the 1033 municipalities and communities which the Kapodistrias reform had created to just 325 municipalities in order to improve transparency, efficiency and good governance (Hlepas & Getimis, 2011).

(KEPET & KEADIK, 2016b: 25-26, 51-52 & 81; Tzagkarakis et al., 2017: 75). It is worth mentioning that young employees recruited under fixed-term contracts, both in the first and in the second degree of Local Government, even though they possess specialised knowledge and skills, do not have the time to gain the necessary work experience because they leave due to the expiry of their contract; in addition, the financial resources to hire qualified human resources are insufficient (KEPET & KEADIK, 2016b: 55, 81), *“When they are hired only for four or five months and then they have to leave, there is not enough time to receive training and gain adequate experience.”* (D.35) (KEPET & KEADIK, 2016b: 55).

- Moreover, the findings of the qualitative research of the Project showed that, in general, there is a good cooperation between the Region of Crete and municipalities, in contrast to the involvement of social partners and civil society representatives in regional and municipal networks, who, according to interviewees, do participate but not that actively, as a result of the effects of the economic crisis (KEPET & KEADIK, 2016b: 26-27, 52-53, 81-82).

- Lastly, as regards human resources in the Local Government in Crete, the qualitative findings of the needs assessment show that there is a positive view and satisfaction, particularly for elected executives. A great number of non-elected executives, mainly in the second degree of Local Government and to a lesser extent in the first degree of Local Government, appear to possess appropriate skills and qualifications to satisfactorily perform the functions and duties assigned to them (KEPET & KEADIK, 2016b: 27-28 & 54; Drakaki et al., 2017: 108). In municipalities, there is apparently substantial lack of skills and specialisation as regards administrative staff, which often undermines the effectiveness in solving practical issues, the implementation of major projects and the proper functioning of different services in the Region of Crete (KEPET & KEADIK, 2016b: 27-28, 54-55 & 82; Drakaki et al., 2017: 108-109), *“On a general level, I would say that non-elected personnel are good.....But unfortunately, there are enormous problems as regards specialisation,...»* (D.34) (KEPET & KEADIK, 2016b: 54-55).

In this context, continuous training and reskilling in combination with the providing incentives to Local Government executives to participate in training-reskilling programmes, as well as the acquisition and/or further development of skills related to human resources management, new technologies, communication and cooperation with European bodies and EU programmes management, are considered by interviewees to

be essential towards the improvement of administrative and organisational capacity of Local Government executives, the effectiveness of Regional Governance and, consequently, the sustainable development in Crete (KEPET & KEADIK, 2016b: 28, 55-56 & 82; Drakaki et al., 2017: 109-110), “...*There is a need for continuous education. There should be vigilance, assessment, rewards... Staff management is non-existent. Everything is left to chance*” (D.35) (KEPET & KEADIK, 2016b: 55-56), “*In training. As regards the effectiveness in Public Administration. In this area, we suffer.*” (D.36) (KEPET & KEADIK, 2016b: 56). In addition, findings have shown that interviewees expressed a positive view with regard to human resources assessment in Local Government as regards skills and qualifications (KEPET & KEADIK, 2016b: 28, 55-56 & 82; Drakaki et al., 2017: 109).

- Preparing comprehensive studies for infrastructure projects and maintaining existing infrastructure in the absence of economic resources, financing from EU institutions and/or private entities through partnerships or concessions, reforming the ‘Kallikratis’ Programme, strengthening companies through the Development Law and promoting social dialogue are of primary importance according to interviewees in terms of necessary policy interventions. Moreover, utilizing empirical scientific methods for needs assessment in the tourism sector and other sectors, the training-reskilling of the Local Government executives on new technologies and all skills related to their work, the training and awareness-raising among citizens on renewable energy sources and environmental issues, as well as the training and awareness-raising among all tourism personnel on tourism, incorporate the set of policy proposals made by interviewees, who consider that these are absolutely necessary for promoting sustainable development and the economy as a whole in Crete (KEPET & KEADIK, 2016b: 28-30, 56-76, 82-83; Papadakis & Lavdas, 2017: 23; Tzagkarakis et al., 2017: 76-77).

#### **4. The Training Programme for Local Government Executives – The Framework and the Methodology of the Training Programme**

Based on the findings of the triangulated needs assessment conducted, the Training Programme for Local Government Executives in Crete was designed and implemented based on the learning objectives, the expected learning outcomes and the relevant learning material per module. In fact, it was a targeted and modularised training process for executives with reskilling features, based on the international standards on training (KEPET & KEADIK, 2017g: 2).

The implementation of the Training Programme for Executives of the first and second degree of Local Government, such as social partner representatives, production bodies and civil society, from all four Regional Units of Crete, uses the theoretical axes and the thematic bases for sustainability and good governance in terms of implementing regional policies, providing, thus, the necessary capacity building (KEPET & KEADIK, 2017b: 14; 2017g: 2). The key objective of the Training Programme was for trainees to acquire advanced knowledge on the trends of sustainability, which is considered one of the most important and crucial pillars for the future and stability of the EU, while acquiring and developing appropriate and necessary skills-competences on issues related to governance, finance, agriculture, tourism, administration and society at a regional level (KEPET & KEADIK, 2017b: 14; 2017g: 2).

The modules of the Training Programme were based on the seven pillars of the Project, and the Training Programme was implemented by Professors and Experts on a series of crucial subjects (thematic fields), both with physical presence and by asynchronous distance training, the latter being carried out through the distance learning platform specifically designed for this purpose by the Institute of Computer Science (ICS) of the Foundation for Research and Technology - Hellas (FORTH) (see <https://governance.soc.uoc.gr>) (KEPET & KEADIK, 2017d) (see Annex II).

The Training Programme for Local Government Executives was based on mixed methods, namely the implementation of the Blended Learning model, which is achieved by using:

- i. Enriched lecture in the context of training with physical presence
- ii. Theory, enriched with images and links
- iii. Case study
- iv. E-Learning Platform for distance training (KEPET & KEADIK, 2017g: 3).

More specifically, the Training Programme comprised two Programmes [55 hours for employees (non-elected executives) & 75 (55+ 20) for elected executives in Local Government], which included general and specialised modules (allowing participants to choose modules) and were both implemented through training with physical presence combined with distance training (KEPET & KEADIK, 2017g: 4-11).

Both the modules and the content of the Training Programme's subjects are presented as follows (see Annex III – Table2):

In addition, the Training Programme included evaluation of the trainees, which was conducted as part of their participation in the Training Programme, but also based on



how many of the Training Programme's criteria they met, i.e. active participation both with physical presence and in the distance training. The evaluation procedure was carried out in three successive phases: i. initial evaluation, ii. formative evaluation (interim evaluation), and iii. final evaluation (KEPET & KEADIK, 2017g: 11).

In particular, within the initial evaluation, the education agreement and the initial communication of the Team Leader (Person in Scientific Charge) of the Research Project, in the context of which the Training Programme was implemented, and of the trainers with the trainees, were validated. Also, during the initial evaluation, the expected aims of the trainees as regards the content of the modules and of the Training Programme as a whole were processed (see also KEPET & KEADIK, 2017g: 11).

As regards the interim evaluation, the trainers conducted the necessary monitoring of the progress of the training through the distance training using the E-Learning Platform. In the context of the distance training and the interim evaluation, the trainees were assigned small tasks-exercises per module (general and specialised modules), linking theory to practice and/or work experience, which the trainees had to complete by the end of the Training Programme and before the final evaluation (KEPET & KEADIK, 2017g: 11). Regarding the final evaluation, this included the overall evaluation of the trainees by the trainers, through person-to-person contact, as well as the evaluation of the Training Programme by the trainees (KEPET & KEADIK, 2017h; 2017i).

Lastly, throughout the Training Programme, self-evaluation was a necessary precondition both for each trainer and for trainees (KEPET & KEADIK, 2017g: 11).

## **Conclusions**

In conclusion, regional governance and sustainable development in the Local Government in Crete is a component of many different, but at the same time, interlinked parameters. Building the qualifications and the specializations of Local Government's human resources (elected and non-elected executives) constitutes a necessary precondition and a determining factor for the successful achievement of sustainable development in the Region of Crete.

*“Given the two-fold role training and reskilling play in a person's professional and social development, as well as the important place they hold in the agenda of the European Lifelong Learning Strategy (see, in detail, Papadakis & Drakaki, 2016; Drakaki, 2016; Papadakis & Drakaki, 2016; Papadakis & Drakaki, 2014), the participation of Local Government Executives in training-reskilling and Lifelong*

*Learning programmes is necessary, in order to acquire or further develop administrative and organisational competences, as well as targeted skills-competences related to their everyday work.” (Drakaki et al., 2017: 116).*

In this context and according to research analysis, it is necessary to focus on fields related to:

- i. Creating databases as regards existing structures, training-reskilling programmes and human resources engaged in these structures;
- ii. Conducting needs-in-skills assessment of local government executives in all fields and at all levels;
- iii. Strengthening dialogue and coordination between the various bodies (both public and private) that involved in the provision of training-reskilling for the Local Government executives (mobilisation of resources, providing incentives, etc.);
- iv. Promoting and carrying out cooperation for designing and implementing training-reskilling programmes through the application of innovative educational methods and techniques based on adult-learning principles, based on the needs of Local Government human resources;
- v. Creating and further promoting networking in training-reskilling for Local Government executives, for the diffusion of knowledge and the exchange of “good practices” on reskilling and capacity building (Fragkoulis et al., 2012: 99-100; Drakaki et al., 2017: 116).

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## Annexes

(G): In Greek

### Annex I: Semi-Structured Interview Plan (G)

ΕΛΛΗΝΙΚΗ ΔΗΜΟΚΡΑΤΙΑ  
ΠΕΡΙΦΕΡΕΙΑ ΚΡΗΤΗΣ

ΠΑΝΕΠΙΣΤΗΜΙΟ ΚΡΗΤΗΣ  
ΚΕΝΤΡΟ ΑΝΘΡΩΠΙΝΩΝ ΔΙΚΑΙΩΜΑΤΩΝ  
ΚΕΝΤΡΟ ΠΟΛΙΤΙΚΗΣ ΕΡΕΥΝΑΣ ΚΑΙ ΤΕΚΜΗΡΙΩΣΗΣ

**ΕΡΕΥΝΗΤΙΚΟ ΠΡΟΓΡΑΜΜΑ «ΔΙΑΚΥΒΕΡΝΗΣΗ, ΒΙΩΣΙΜΟΤΗΤΑ  
ΚΑΙ ΠΕΡΙΦΕΡΕΙΑΚΗ ΚΑΙΝΟΤΟΜΙΑ»**

Παραδοτέο 2.2: Εργαλεία Συλλογής Δεδομένων  
γ) Σχέδιο ημι-δομημένης συνέντευξης

Ρέθυμνο, Δεκέμβριος 2015



## Σχέδιο Ημι-δομημένης Συνέντευξης Ποιοτικής Έρευνας

### A. Εισαγωγικές επισημάνσεις

Θα θέλαμε να σας ευχαριστήσουμε πολύ που δεχθήκατε να συμμετάσχετε στην συγκεκριμένη συνέντευξη και με αυτόν τον τρόπο βοηθήατε την διεξαγωγή της έρευνάς μας. Πρωτίστως, θα θέλαμε να σας διαβεβαιώσουμε ότι θα παραμείνετε εντελώς ανώνυμοι/η και δεν θα κρατηθούν αντίγραφα της συνέντευξης όπου θα αναφέρεται το όνομά σας.

### B. Προσωπικές ερωτήσεις

1. Ποιο είναι το επάγγελμά σας;
2. Ποια είναι η θεσμική θέση σας;
3. Πόσο καιρό βρίσκεστε σε αυτή τη θέση;
4. Ποιος είναι ο ρόλος του θεσμού (αρμοδιότητες) τον οποίο υπηρετείτε ή εκπροσωπείτε και κατ' επέκταση και ο δικός σας;
5. Έχετε πρωθύστερη εμπειρία σε άλλες ανάλογες θέσεις;
6. Ποιο είναι το εκπαιδευτικό σας επίπεδο; Έχετε κάποιες εξειδικευμένες γνώσεις (σεμινάρια κτλ.) πάνω στο αντικείμενο της θέσης σας;

### **Γ. Ζητήματα Περιφερειακής Ανάπτυξης**

#### *Ανταγωνιστικότητα, καινοτομία και έρευνα*

7. Πώς θα χαρακτηρίζατε το επίπεδο της ανταγωνιστικότητας της περιφερειακής οικονομίας;
8. Ποια είναι η άποψή σας για το επίπεδο έρευνας και καινοτομίας στην Περιφέρεια Κρήτης;
9. Με ποιον τρόπο θεωρείτε ότι μπορεί να επιτευχθεί μια αποτελεσματική συνεργασία μεταξύ αυτοδιοικητικών θεσμών, ερευνητικών ιδρυμάτων και επιχειρήσεων;
10. Ποια θεωρείτε ότι είναι ή θα μπορούσαν να είναι τα ανταγωνιστικά πλεονεκτήματα στην Περιφέρεια Κρήτης και ποια είναι η άποψή σας για τις δράσεις προώθησής τους μέχρι σήμερα;
11. Ποια είναι η κατάσταση ως προς το επενδυτικό κλίμα στην Περιφέρεια Κρήτης και με ποιους τρόπους θεωρείτε ότι μπορεί να βελτιωθεί;
12. Ποια είναι η άποψή σας για τις υφιστάμενες υποδομές στην Περιφέρεια Κρήτης, ποιες είναι οι ανταγωνιστικές προτεραιότητες και με ποιον τρόπο μπορούν να χρηματοδοτηθούν (σύμπραξη δημοσίου-ιδιωτικού);

#### *Διεθνής εικόνα της Κρήτης και τουρισμός*

13. Με ποιους τρόπους προωθείται η διεθνής εικόνα της Κρήτης και κατά πόσο είναι ανεπτυγμένη κατά την άποψή σας;

14. Πώς θα χαρακτηρίζατε το επίπεδο της τουριστικής ανάπτυξης στην Περιφέρεια Κρήτης και ποιες είναι οι προτάσεις σας για την περαιτέρω βελτίωσή της;

15. Πως μπορεί να γίνει βιώσιμη η τουριστική ανάπτυξη στην Κρήτη;

#### *Πρωτογενής τομέας*

16. Κατά πόσο θεωρείτε ότι η οικονομική κρίση έχει επηρεάσει τον αγροτικό τομέα και την αγροτική παραγωγή;

17. Ποιες ενέργειες θεωρείτε απαραίτητες για την αύξηση της ανταγωνιστικότητας των αγροτικών και κτηνοτροφικών προϊόντων και την μείωση του κόστους παραγωγής τους;

18. Πως μπορεί να γίνει βιώσιμη η αγροτική ανάπτυξη στην Κρήτη;

#### *Οικονομική κρίση, ανάπτυξη και ποιότητα ζωής στην Κρήτη*

19. Πώς θα χαρακτηρίζατε την ποιότητα ζωής στην Κρήτη;

20. Ποια είναι η άποψή σας για τις δράσεις που λαμβάνονται για την βελτίωση της ποιότητας ζωής στην Κρήτη και της επίλυσης των κοινωνικών προβλημάτων που έχει αυξήσει η κρίση;

21. Σε ποιο επίπεδο θεωρείτε ότι έχει επηρεάσει η οικονομική κρίση τις βασικές οικονομικές δράσεις και τις αναπτυξιακές προτεραιότητες στην περιφέρεια Κρήτης;

22. Ποιες πολιτικές εφαρμόστηκαν για την αντιμετώπιση της κρίσης σε εθνικό και περιφερειακό επίπεδο και πόσο αποτελεσματικές ήταν κατά την άποψή σας;

*Βιωσιμότητα, περιβάλλον, ανανεώσιμες πηγές ενέργειας και έξυπνη εξειδίκευση*

23. Πώς αντιλαμβάνεστε την έννοια της βιωσιμότητας στο περιβάλλον;
24. Θεωρείτε ότι η βιωσιμότητα πρέπει να περιλαμβάνεται ως στρατηγικός στόχος στην χάραξη της περιφερειακής πολιτικής και αν ναι κατά πόσο και με ποιον τρόπο;
25. Πώς θα χαρακτηρίζατε την μέχρι τώρα προώθηση των ανανεώσιμων πηγών ενέργειας, ποια θεωρείτε πλεονεκτήματα και μειονεκτήματα και ποια θεωρείτε ως πιθανά εμπόδια στις επενδύσεις σε αυτόν τον τομέα;
26. Γνωρίζετε για την στρατηγική έξυπνης εξειδίκευσης της Περιφέρειας Κρήτης;
- 26α. Αν ναι, πώς την αξιολογείτε και σε ποιους τομείς θεωρείτε ότι θα πρέπει να επικεντρωθεί περισσότερο;
- 26β. Αν όχι, τι θεωρείτε ότι πρέπει να περιλαμβάνει μια τέτοια στρατηγική, και σε ποιους τομείς θεωρείτε ότι θα πρέπει να επικεντρωθεί περισσότερο ;

**Α. Ζητήματα Περιφερειακής Διακυβέρνησης**

27. Πώς αξιολογείτε το σχέδιο «Καλλικράτης», ποια θεωρείτε πλεονεκτήματα και ποια μειονεκτήματα;
28. Ποια είναι η γνώμη για την υφιστάμενη διοικητική δυνατότητα και ικανότητα ως προς την προώθηση της βιώσιμης ανάπτυξης
- α) του 1<sup>ου</sup> βαθμού αυτοδιοίκησης και
- β) του 2<sup>ου</sup> βαθμού αυτοδιοίκησης;
29. Πώς θα χαρακτηρίζατε το επίπεδο οργάνωσης και διοίκησης (εν γένει στην τοπική αυτοδιοίκηση) στην Περιφέρεια Κρήτης;

30. Πώς αξιολογείτε τις σχέσεις Περιφέρειας-Δήμων;
31. Υπάρχουν περιφερειακά ή δημοτικά δίκτυα και ποια είναι η συνεισφορά τους;
32. Πως αξιολογείτε τη συμμετοχή σε αυτά των κοινωνικών εταίρων και των εκπροσώπων της Κοινωνίας των Πολιτών;
33. Πόσο ικανοποιημένος/η είστε από το επίπεδο απλούστευσης και αποτελεσματικότητας των γραφειοκρατικών διαδικασιών;
34. Ποια είναι η γνώμη σας για το ανθρώπινο δυναμικό της τοπικής αυτοδιοίκησης
  - α) για τους αιρετούς;
  - β) για τους υπηρεσιακούς;
35. Θεωρείτε ότι το ανθρώπινο δυναμικό διαθέτει τις απαραίτητες γνώσεις και δεξιότητες; Ποιες είναι αυτές;
36. Σε ποιους τομείς πιστεύετε ότι θα πρέπει να υπάρξει παρέμβαση για την βελτίωση των δεξιοτήτων και ικανοτήτων των στελεχών της τοπικής αυτοδιοίκησης;
37. Επαρκούν οι διαθέσιμοι οι πόροι για να διασφαλιστεί η βιώσιμη ανάπτυξη στην Κρήτη; Αν όχι, με ποιο τρόπο μπορεί να επιλυθεί αυτό το πρόβλημα;
38. Πώς αξιολογείτε την σχέση του θεσμού που εκπροσωπείτε (και εν γένει της τοπικής αυτοδιοίκησης) με το κεντρικό κράτος;
39. Κατά την γνώμη σας, ποιες πρέπει να είναι οι προτεραιότητες στην Περιφέρεια Κρήτης αναφορικά με την αξιοποίηση του Προγράμματος Δημοσίων Επενδύσεων;

## Annex II: E-Learning Platform of the Training Programme (G)

The screenshot displays the web interface of the e-learning platform. At the top, the browser address bar shows the URL <https://governance.soc.uoc.gr>. The page header features the logos of the Hellenic Republic and the Center for Research and Certification (KEPET). The main content area is titled "Πλατφόρμα Τηλεκπαίδευσης" and includes a search bar, a navigation menu with options like "Μαθήματα", "Εγχειρίδια", and "Σχετικά", and a login section titled "Σύνδεση χρήστη" with fields for username and password, and a "Είσοδος" button. Below the login section, the project title "Εργο «ΔΙΑΚΥΒΕΡΝΗΣΗ, ΒΙΩΣΙΜΟΤΗΤΑ ΚΑΙ ΠΕΡΙΦΕΡΕΙΑΚΗ ΚΑΙΝΟΤΟΜΙΑ» (ΚΑ 4289)" is displayed, along with the name of the responsible professor, Nikos Papadakis. The main text describes the platform as a system for managing electronic courses, following the principles of the Open eClass platform. A section titled "Ανακοινώσεις" lists several announcements, including a conference on governance, sustainability, and innovation in the regional education level (October 2017), the opening of the regional center in Heraklion (June 2017), a training program for regional and municipal officials (July 2017), and a list of certified courses for the project (June 2017). The footer of the page includes the Open eClass logo and copyright information: "Open eClass © 2003-2018 — Όροι Χρήσης".

Source: KEPET & KEADIK, 2017d: <https://governance.soc.uoc.gr>.

## Annex III

**Table 2: Thematic Modules and Content of the Training Programme (G)**

<b>ΓΕΝΙΚΕΣ ΔΙΔΑΚΤΙΚΕΣ ΕΝΟΤΗΤΕΣ</b> (ΥΠΟ- για όλους τους/τις επιμορφούμενους/ες)	
<b>A.</b>	<p><b>A.1. Διακυβέρνηση και Βιωσιμότητα στην Περιφέρεια Κρήτης: Τα βασικά ευρήματα του Έργου</b> Οι έννοιες της Διακυβέρνησης και της Βιωσιμότητας εντάσσονται στο στρατηγικό σχεδιασμό της Περιφέρειας για την Καινοτομία και την Έξυπνη Εξειδίκευση και εκβάλλουν σε συγκεκριμένες προτεραιότητες, οι οποίες αναμένεται να συμβάλουν στην ανάπτυξη σε επίπεδο Περιφέρειας και διαχέονται ως προστιθέμενη αξία στην κοινωνία και τους θεσμούς της. Στο πλαίσιο της συγκεκριμένης θεματικής ενότητας θα παρουσιαστούν τα βασικά ευρήματα τόσο της πρωτογενούς ποιοτικής, όσο και της πρωτογενούς και δευτερογενούς ποσοτικής έρευνας του Έργου και συνακόλουθα η εκβολή αυτών σε προτάσεις πολιτικής.</p> <p><b>A.2. Οριζόντιες δεξιότητες</b> Ορισμός των οριζόντιων δεξιοτήτων. Οι έννοιες της διακυβέρνησης και της διοικητικής ικανότητας και η συναρτώμενες με αυτές δεξιότητες και ικανότητες σε επίπεδο ανθρωπίνου δυναμικού. Δημόσια Διοίκηση και Αυτοδιοίκηση. Διοικητικές και Οργανωτικές ικανότητες. Η ικανότητα προγραμματισμού. Η ικανότητα ανάθεσης καθηκόντων. Ικανότητες επικοινωνίας και η ικανότητα της διαπραγμάτευσης και οι τεχνικές διαπραγμάτευσης. Κοινωνικός Διάλογος. Διαχείριση κρίσεων και συγκρούσεων στο χώρο εργασίας. Διαχείριση εργασιακού άγχους.</p>
<b>ΕΙΔΙΚΕΣ ΔΙΔΑΚΤΙΚΕΣ ΕΝΟΤΗΤΕΣ I</b> (ΥΠΟ- για όλους τους/τις επιμορφούμενους/ες)	
<b>B.</b>	<p><b>B.1. Αποτελεσματική Διακυβέρνηση και Project Management</b> Το PM ασχολείται με την παρακολούθηση και τη διοίκηση των έργων, των προγραμμάτων έργων και του χαρτοφυλακίου έργων σε πέντε επίπεδα: α. Ενός έργου του οργανισμού / διακυβέρνησης. β. Πολλών έργων μέσα σε ένα πρόγραμμα έργων του οργανισμού / διακυβέρνησης. γ. Μιας Διεύθυνσης του οργανισμού / διακυβέρνησης. δ. Όλου του οργανισμού / διακυβέρνησης. ε. Της Επιχειρησιακής Στρατηγικής όλου του οργανισμού / διακυβέρνησης. Ειδικότερα, το PM βοηθάει στις παρακάτω περιοχές: α. Παροχή υπηρεσιών PM στους Project Managers. β. Εφαρμογή διαδικασιών/μεθοδολογίας PM. γ. Παροχή υπηρεσιών εκπαίδευσης στα στελέχη της εταιρείας. δ. Φυσικό σημείο «στέγασης» των Project Managers. ε. Παροχή consulting και mentoring στους υπαλλήλους για τα best practices. στ. Επιλογή και χρήση εργαλείων PMIS (π.χ. Microsoft Project Online/Server). ζ. Διαχείριση χαρτοφυλακίου έργων (portfolio management). Συγκεκριμενοποιώντας το πεδίο του PM στο πλαίσιο της Επιμόρφωσης, περιλαμβάνει:</p> <ul style="list-style-type: none"> <li>- Έννοιες και ορισμούς</li> <li>- Τα στάδια και τις διαδικασίες ενός Έργου</li> <li>- Τον Κύκλο Σχεδιασμού ενός Έργου</li> <li>- Τεχνικές παρακολούθησης Έργων</li> <li>- Μεθόδους Αξιολόγησης Σχεδίων</li> <li>- Πιθανούς λόγους αποτυχίας</li> <li>- Τα χαρακτηριστικά ενός ικανού Ηγέτη</li> <li>- Αξιολόγηση: δημιουργικότητας, ικανοτήτων, επικοινωνίας</li> </ul>
<b>ΕΙΔΙΚΕΣ ΔΙΔΑΚΤΙΚΕΣ ΕΝΟΤΗΤΕΣ II</b> (ΥΕΠ: επιλογή 2 εκ των 4 προσφερθεσιών)	
<b>Γ.</b>	<p><b>Γ.1. Βιωσιμότητα, Αγροτική Επιχειρηματικότητα και Προώθηση Αγροτικών Προϊόντων στην Περιφέρεια Κρήτης</b> Ο πρωτογενής τομέας μπορεί να αποτελέσει το στυλοβάτη μιας σύγχρονης οικονομίας που θα στηρίζει την ισόρροπη ανάπτυξη της Κρήτης με τη δημιουργία μιας υγιούς, βιώσιμης και υποστηρικτικής προς την κοινωνία στρατηγικής για την ανάπτυξη του αγροτοδιατροφικού τομέα. Για την επίτευξη του στόχου αυτού προκύπτουν δύο ειδών δράσεις: α. Παραγωγή προϊόντων και διαχείριση φυσικών πόρων (συμπεριλαμβάνει την φυτική και ζωική παραγωγή, την αλιεία και τους φυσικούς πόρους). β. Κρητική διατροφή (καινοτόμο) (συμπεριλαμβάνει την κρητική κουζίνα, τον πολιτισμό, την παράδοση και τον γαστρονομικό τουρισμό, τα οποία στηρίζονται στην ουσία στα προϊόντα και τη δράση του πρωτογενή τομέα). Οι δράσεις που προτείνονται σε κάθε τομέα χωρίζονται σε υποκατηγορίες που αφορούν τους επιμέρους συντελεστές για την ανάπτυξη της κάθε κατηγορίας:</p> <ul style="list-style-type: none"> <li>- Ανθρώπινοι πόροι: καταξίωση των ανθρώπων που ασχολούνται με τον αγροτοδιατροφικό τομέα, δια βίου εκπαίδευση-ενημέρωση όλων όσων εμπλέκονται στον πρωτογενή τομέα και τους συναφείς με αυτόν, ανάδειξη της κρητικής διατροφής και του κρητικού διατροφικού πολιτισμού ως άυλη πολιτιστική κληρονομιά της UNESCO, καταγραφή, διάδοση και διάσωση της κρητικής κουζίνας και διατροφής, ενημέρωση παιδιών, γονέων και κηδεμόνων για την σημασία της κρητικής διατροφής στην υγεία με στόχο την υιοθέτησή της ως υγιεινό πρότυπο διατροφής, επικοινωνία της αξίας της κρητικής διατροφής, των τοπικών προϊόντων και των σχετικών Σημάτων πιστοποίησης της Περιφέρειας (εστιατορίων, οινοποιείων, προϊόντων κ.λπ.) σε όλη την Κρήτη, κατάρτιση και εξειδίκευση επαγγελματιών εστίασης κ.λπ.</li> <li>- Υποδομές: Αξιοποίηση και ορθολογική διαχείριση των φυσικών πόρων της Κρήτης, προώθηση του χωροταξικού σχεδιασμού και των χρήσεων γης σε ολόκληρη την Περιφέρεια, προώθηση του αναδάσμου σε περιοχές που υπάρχει πρόβλημα, αξιοποίηση των υφιστάμενων και δημιουργία των απαιτούμενων δικτύων (οδικών, ηλεκτρικών, υδάτινων), αξιοποίηση των υφιστάμενων υποδομών, εκσυγχρονισμό τους και δημιουργία νέων για την έρευνα, κατάρτιση και εκπαίδευση στον αγροτοδιατροφικό τομέα, παραγωγή, μεταποίηση και τυποποίηση προϊόντων του αγροτοδιατροφικού τομέα, δημιουργία επιχειρηματικών δικτύων στους διάφορους τομείς του αγροτοδιατροφικού τομέα κ.λπ.</li> <li>- Συστήματα διαχείρισης και παραγωγής των προϊόντων: προσανατολισμός στην παραγωγή προϊόντων που ζητά η αγορά και η κοινωνία, εφαρμογή συστημάτων ολοκληρωμένης διαχείρισης της ποιοτικής τοπικής παραγωγής, ανάπτυξη, προώθηση και προσαρμογή των συστημάτων ολοκληρωμένης διαχείρισης στην βιολογική παραγωγή και στην παραγωγή προϊόντων ΠΟΠ και ΠΓΕ, εξύγιανση, αναβάθμιση και αξιοποίηση του γενετικού υλικού.</li> </ul>

	<p>φυτικού και ζωικού, στις εκμεταλλεύσεις της Κρήτης, προώθηση της πολυλειτουργικότητας στις αγροτικές εκμεταλλεύσεις και της συμπληρωματικότητας στην παραγωγή</p> <ul style="list-style-type: none"> <li>- Έρευνα, καινοτομία και ανάπτυξη: δημιουργία σύγχρονων ηλεκτρονικών βάσεων δεδομένων για την καταχώρηση, διαχείριση και αξιοποίηση των δεδομένων του αγροδιατροφικού τομέα της Κρήτης, ανάπτυξη και εφαρμογή καινοτόμων μεθόδων ενημέρωσης των κατοίκων και επιχειρηματιών της υπαίθρου και μείωση του ψηφιακού χάσματος, παραγωγή τοπικών παραδοσιακών αλλά και νέων προϊόντων ενσωματώνοντας νέες τεχνολογίες και όρους υγιεινής και ασφάλειας, εντοπισμός διατροφικών επιστημόνων που διαφοροποιούν τα τοπικά προϊόντα (π.χ. «λειτουργικά» τρόφιμα), την εξοικονόμηση νερού και γενικά των φυσικών πόρων, αξιοποίηση νέων τεχνολογιών για την προβολή και προώθηση των προϊόντων κ.λπ.</li> <li>- Συστήματα ταυτοποίησης, τυποποίησης, ιχνηλασιμότητας και ελέγχου της αγοράς: υιοθέτηση της Περιφερειακής Ετικέτας «Κρήτη» ως εθελοντικό Ευρωπαϊκό Σήμα ποιότητας και εξασφάλιση προστασίας και υποστήριξης από την Κοινότητα, προώθηση της κατοχύρωσης των τοπικών παραδοσιακών προϊόντων ως ΠΟΠ, ΠΓΕ και ΕΠΠΙ (Εγγυημένα Παραδοσιακά Ιδιότυπα Προϊόντα) κ.λπ.</li> <li>- Συστήματα προβολής και προώθησης των προϊόντων: αξιοποίηση του διαδικτύου και όλων των σύγχρονων μέσων και τεχνικών (ιστοσελίδες, portal, blog, social media, internet marketing κλπ) για την προβολή των προϊόντων του αγροδιατροφικού τομέα, δημιουργία σύγχρονου υλικού προβολής (έντυπου και ηλεκτρονικού) για την ανάδειξη της γαστρονομίας, των προϊόντων και των επιχειρήσεων της Κρήτης, οργάνωση της εξαγωγικής δραστηριότητας με την εφαρμογή σύγχρονων μεθόδων και τεχνολογιών κ.λπ.</li> </ul>
	<p><b>Γ.2. Βιώσιμότητα, Τουρισμός, Επιχειρηματικότητα και Προώθηση Τουριστικού Προϊόντος στην Κρήτη</b></p> <p>Η σύνδεση της Κρήτης με τον τουρισμό καθιστά απαραίτητη την επιμόρφωση όλων των φορέων και προσώπων που εμπλέκονται στον τομέα αυτό με βάση τους παρακάτω άξονες:</p> <ul style="list-style-type: none"> <li>- Εισαγωγή στον τουρισμό: τουρισμός - απασχόληση -ανάπτυξη, τουρισμός και Ελλάδα (κατηγορίες τουριστικών προϊόντων, βασικά μεγέθη ελληνικού τουρισμού, Global Review Index / γενικός δείκτης ικανοποίησης πελατών Ελληνικών και Διεθνών Ανταγωνιστικών Προορισμών, φορείς του ελληνικού τουρισμού).</li> <li>- Εξυπηρέτηση πελατών: αναφορά στην ιδιαιτερότητα των υπηρεσιών, ανάλυση μέσα από παραδείγματα των βασικών παραμέτρων που ορίζουν την ποιότητα υπηρεσιών και την εξυπηρέτηση πελατών, πρακτικές και εφαρμόσιμες λύσεις στην εξυπηρέτηση πελατών, βελτίωση των δεξιοτήτων των συμμετεχόντων στην επικοινωνία και στην εξυπηρέτηση των πελατών, φιλοσοφία της εξυπηρέτησης στο χώρο των τουριστικών επιχειρήσεων.</li> <li>- Κανόνες συμπεριφοράς και εμφάνισης: προσωπική εμφάνιση και υγιεινή των υπαλλήλων, κανονισμός για τη συμπεριφορά των εργαζόμενων σε τουριστικές επιχειρήσεις, πράξεις που μπορεί να προκαλέσουν πειθαρχικά παραπτώματα - πειθαρχικά μέτρα, εμφάνιση και υγιεινή στο χώρο εργασίας.</li> <li>- Διαχείριση παραπόνων: παροχή ποιοτικών υπηρεσιών και η συμβολή τους στην ικανοποίηση του πελάτη, δημιουργία πιστών πελατών, ανάλυση των τρόπων διαχείρισης παραπόνων και ανάκτησης της εξυπηρέτησης/επανόρθωση, ενσυναίσθηση (empathy), φροντίδα, ενδιαφέρον, συνέπειες της ικανοποίησης και της δυσαρέσκειας πελατών.</li> <li>- Τεχνικές αύξησης πωλήσεων: συνδυασμός του 'θέλω' του πελάτη με τα διαθέσιμα προϊόντα και υπηρεσίες, συνήθειες προσδοκίες πελατών, χαρακτηριστικά του καλού πωλητή, Upselling – Cross selling – Suggestive selling, τεχνικές πωλήσεων (σχεδιασμός της προσέγγισης, απόκτηση πρόσβασης, πώς τίθενται οι ερωτήσεις, πώληση των θετικών σημείων ενός προϊόντος, χειρισμός των ενστάσεων, κλείσιμο της συμφωνίας, tricks and magic για τις πωλήσεις)</li> </ul>
	<p><b>Γ.3. Βιώσιμη Ανάπτυξη, Διαχείριση Περιβάλλοντος και Δημόσια Υγεία στην Τοπική Αυτοδιοίκηση</b></p> <p>Η συμβολή της τοπικής αυτοδιοίκησης στη βιώσιμη ανάπτυξη συνδέεται με αντίστοιχες πολιτικές για το περιβάλλον, τη δημόσια υγεία και την κοινωνική πολιτική. Ένα πλαίσιο ενεργούς συμμετοχής της τοπικής αυτοδιοίκησης στα ζητήματα αυτά περιλαμβάνει:</p> <ul style="list-style-type: none"> <li>- Οργάνωση προγραμμάτων προληπτικής ιατρικής για πληθυσμιακές ομάδες που το έχουν ανάγκη.</li> <li>- Υποστήριξη πρωτοβουλιών για την προαγωγή της δημόσιας υγείας σε δυσπρόσιτες ορεινές περιοχές.</li> <li>- Σχεδιασμός και προώθηση μιας αντίληψης στη διαχείριση των στερεών αποβλήτων, που θα προωθεί την ανακύκλωση, την επανάχρηση, τη διαλογή στη πηγή, τη δημιουργία πράσινων σημείων, την επιτροπή των βιοαποβλήτων με στόχο την ελαχιστοποίηση του υπολείμματος που θα καταλήγει σε υγειονομική ταφή.</li> <li>- Υλοποίηση έργων εξοικονόμησης ενέργειας σε δημοτικά και σχολικά κτίρια για τη μείωση των εκπομπών CO2.</li> <li>- Προώθηση μέτρων που βοηθούν στην καλύτερη ενεργειακή συμπεριφορά των κτιρίων / πρότυπα κτίρια «πυλόνι» ενεργειακής αυτονομίας.</li> <li>- Υλοποίηση έργων βιοκλιματικών παρεμβάσεων σε δημόσιους ανοιχτούς χώρους.</li> <li>- Προώθηση της έξυπνης ανάπτυξης (δημιουργία ευρείας κλίμακας οικιστικών επιλογών και ευκαιριών, δημιουργία γειτονιών που ευνοούν την πεζοπορία, διατήρηση ανοιχτών χώρων, χώρων φυσικής ομορφιάς και περιοχών κρίσιμης περιβαλλοντικής σημασίας, παροχή πολλαπλών επιλογών σχετικά με τη μεταφορά, υλοποίηση έργων αστικής κινητικότητας, δημιουργίας ζωνών ήπιας κυκλοφορίας, ποδηλατόδρομων, έργων ενίσχυσης του αστικού πρασίνου, έργων αναπλάσεων κ.λπ. με θετική επίπτωση στη δημόσια υγεία).</li> </ul>
	<p><b>Γ.4. Κοινωνική Πολιτική, Φορείς και Υπηρεσίες στην Περιφέρεια Κρήτης</b></p> <p>Κοινωνικό Κράτος, Κοινωνική Ευπάθεια και Πολιτικές Ενσωμάτωσης.</p> <p>Ζητήματα θεωρίας και πράξης στην κοινωνική πολιτική και κοινωνικές δομές και φορείς σε επίπεδο Κρήτης.</p> <p>Αξιίζει να σημειωθεί ότι, υπό τη Διεύθυνση Κοινωνικής Μέριμνας της Περιφέρειας Κρήτης λειτουργούν οι παρακάτω δομές.</p> <p>Α. Τμήμα Κοινωνικής Αρωγής (ενδεικτικές δράσεις)</p> <ul style="list-style-type: none"> <li>- Εφαρμογή προγραμμάτων για τις κοινωνικές ομάδες που χρήζουν ειδικής προστασίας.</li> <li>- Καθορισμός των όρων και της διαδικασίας παραχώρησης ακινήτων σε δικαιούχους.</li> <li>- Έκδοση και ανάκληση παραχωρητηρίων.</li> </ul>

Source: KEPET & KEADIK, 2017f: 4-10.