

# GPSG Working Paper #09

## *Civil Servants' Permanent Tenure in Greece*

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### **Abstract**

*Civil servants are regarded by many as ineffective, counterproductive and not conducive to improving public administration. Public administration must be flexible and efficient for the citizens. This view has been reinforced after the entry of the I.M.F. in the socio-economic life of Greece. In 2010 the debate on the permanent tenure for civil servants, and the implications this has both on society and public administration, has arisen again due to the severe consequences of the present economic crisis.*

**Keywords:** *Civil Servants, Comparable Permanent Workers, Economic Crisis, Fixed-Term Workers, Greek Constitution, Greek Public Sector, Governance, Public Administration, Public Management*

*Employees are melting and ending  
as pairs of columns in the offices.  
(Electrician will be the state  
and Death that renew them).  
Kariotakis, Public Employees<sup>1</sup>*

### **1. Introduction**

Successive Greek governments have received severe criticism during the Third Greek Republic. Lately, the government and especially public officials have received a major blow due to the intervention of the International Monetary Fund (I.M.F.) in the Greek economic and social life. The common accepted massive and unproductive state gradually started to decrease. This reduction applies both to the bloated state and the number of public officials. Public officials ought to be more productive and efficient and help reduce the effects of bureaucratic dysfunction. In this context, the discussion is mainly concerned with a possible removal of the civil servants' permanent tenure and with the possibility of this being an incentive increasing their efficiency.

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<sup>1</sup>From the collection "Apanta", Pella, Athens.

The issue of public officials' permanent contracts is a legal one and has occupied a prominent position in the news lately. It is considered as an undue advantage for a class of workers and for many, it conflicts with the equality of citizens (*article 4, paragraph 1 - Greeks are equal before the law*).<sup>2</sup> It maintains the inefficiency and the unproductiveness of public administration. At the same time, it has been associated with bad conduct of public officials towards citizens, because of the flagrant adoption of the logic "*comfortably numb and rock solid*".

The issue of waiving tenure has been raised by statements of members of the Greek government. The ex - Minister of the Interior J. Ragousis recently said that "*permanence of public officials has become a myth in Greece*", while the Deputy Prime Minister Th. Pangalos proposed the removal of permanent tenure for the civil servant posts that are repealed under the policy of mergers (<http://www.tovima.gr/politics/article/?aid=316604>, accessed 7/4/2011). Many are the people who support the abolishment of the permanent tenure for public officials, frustrated as they are with the rudeness of some staff or service delays.<sup>3</sup>

Our working hypothesis will focus on the prospective social unrest and problematic issues that will arise from such an arrangement.<sup>4</sup>

## 2. Theoretical approaches on public management

On 1991, Hood was calling new public management "a public management for all seasons" and "the most striking international trend in public administration". For him, the rise of the new public management came as an alternative to the tradition of public accountability embodied in progressive era public administration ideas. Back in the 50s public management reform was generally treated as a technical or legal, rather than a political or economic matter; it was usually a question of organizational and procedural changes (Pollitt and Bouckaert, 2011).

The new public management wave in public sector organizational change was founded on themes of disaggregation, competition, and incentivization. The character of the post-NPM regime is currently being formed. A range of connected and information technology-centered changes will be critical for the current and next wave of change such as the reintegration, needs-based holism, and digitization changes. The overall movement incorporating these new shifts is toward "digital-era governance" (DEG) (Dunleavy et. al., 2006). Spanou (2008) has questioned whether there is an underlying contradictory rationale between the NPM doctrines and the underlying premises of the conception of the state in these countries.

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<sup>2</sup> The principle of equality implies equal treatment of similar and dissimilar of dissimilar situations. Due to the nature of their employment, workers in the public sector are not in the same position as their counterparts in the private sector. Their legal position may not be the same, as the mission of the first is more sensitive and requires higher guarantees (Sarris, 2010).

<sup>3</sup> According to reports in the newspapers and the electronic press, the possibility of interruptions in the public sector without a job loss is discussed. Civil servants have the right to swap from the public to the private sector if they wish so, without losing their position, and with the possibility of returning eventually (*unpaid leave*). Also, the establishment of voluntary posts is under consideration. This measure would apply for newly-hired employees (*part-time employment*). Of course, the potential of a new job amidst rampant unemployment is bleak [[http://news.kathimerini.gr/4dcgi/w\\_articles\\_economy\\_2\\_13/04/2011\\_438682](http://news.kathimerini.gr/4dcgi/w_articles_economy_2_13/04/2011_438682) (accessed 13/4/2011)]

<sup>4</sup> The writers would like to thank Dimitris Kyriakou for his comments in the first draft.

Public administration in the organic theory can be distinguished from an administration with broad and narrow content. According to the operational perspective, the concept of public administration includes a wide range of tasks, missions and activities. Public bodies can be all kinds of public services, public entities, the local government, the state or any public or concession institution, companies and organisations, banks either owned by legal persons or the public and any subsidiaries other than those of local authorities (Spiliotopoulos, 1991). For Makrydimitris (1991) the Greek public sector is still an extremely complex morpheme, which functions under monopolist conditions, largely bureaucratic, with minimum concern for the quality of service delivered, and ineffective cost-control.

Public officials are individuals that provide the public legal entity of the State and its citizens with services. They are related to it by a special legal relationship, which has been created voluntarily and involves hierarchical dependence and disciplinary action. Furthermore, it is governed exclusively or partly by special rules of the administrative law. Officials are divided into military and administrative or political. The former are permanent officers of the armed forces and security forces while the latter are the employees who staff the units of the central and regional services, publicly owned by the legal entity of the State. Employees on the other hand are divided into regular, term employees, employees under private law in permanent posts of special scientific personnel, revocable officials and employees under a private contract term or project (Chrysanthakis, 2008; Spiliotopoulos and Chrysanthakis, 2006).

In recent years, a special debate on workers under a fixed term or project has taken place, as a result of the EU directive, according to which, the Greek government has to incorporate it into the Greek legal order in order to restore morality, as the phenomenon of temporary cover fixed and permanent needs is often displayed in Greece. The directive provides for fixation of all employees under a contract of work or time in permanent positions, and is contradictory to Article 103, § 8 of the Constitution.

The Council Directive 1999/70/EC of 28 June 1999 concerning the framework agreement on fixed-term work concluded by ETUC, UNICE and CEEP (*Official Journal L 175, 10/07/1999 P. 0043 – 0048*) mentioned that [Definitions (clause 3)].

*“1. For the purpose of this agreement, the term "fixed-term worker" means a person having an employment contract or relationship entered into directly between an employer and a worker where the end of the employment contract or relationship is determined by objective conditions such as reaching a specific date, completing a specific task, or the occurrence of a specific event.*

*2. For the purpose of this agreement, the term "comparable permanent worker" means a worker with an employment contract or relationship of indefinite duration, in the same establishment, engaged in the same or similar work/occupation, due regard being given to qualifications/skills. Where there is no comparable permanent worker in the same establishment, the comparison shall be made by reference to the applicable collective agreement, or where there is no applicable collective agreement, in accordance with national law, collective agreements or practice”*

### **3. The Constitutional regard of Public Employees**

The concept of permanency refers to a total guarantee in the Constitution and the laws that protect civil servants from political interference, arbitrary changes in their service and avoid

layoffs where there is no good reason (Aspridis 2006). The Constitution suggests that they must exercise their duties impartially, in compliance with the prohibition to discriminate, to maintain confidentiality on matters relating to their service and to show decent and good behavior in the workplace (Chrysanthakis, 2008; Chrysogonos 2003).

Article 103 of the Greek Constitution mentions that:

1. *“Civil servants shall be the executors of the will of the State and shall serve the people, owing allegiance to the Constitution and devotion to the Fatherland. The qualifications and the manner of their appointment shall be specified by law.*
2. *No one may be appointed to a post not provided by law. Special statutes may provide for exceptions in order to fill unforeseeable and urgent needs with personnel hired for a certain period of time on a private law contract.*
3. *Posts of specialized scientific and technical or auxiliary personnel provided by law, may be filled by personnel hired on private law contracts. The terms of employment and the specific guarantees under which this personnel shall be employed, shall be specified by law.*
4. *Civil servants holding posts provided by law shall be permanent so long as these posts exist. Their salaries shall evolve in accordance with the provisions of the law; with the exception of those retiring upon attainment of the age limit or when dismissed by court judgement, civil servants may not be transferred without an opinion or lowered in rank or dismissed without a decision of a service council consisting of at least two-thirds of permanent civil servants. Recourse against the decisions of these councils may be sought before the Supreme Administrative Court, as specified by law.*
5. *Highest civil servants holding posts outside of the civil service hierarchy, persons directly appointed on an ambassadorial rank, employees of the Presidency of the Republic and the offices of the Prime Minister, Ministers and Undersecretaries may by law be exempted from permanency.*
6. *The provisions of the preceding paragraphs shall apply to the staff of Parliament, which in other aspects shall be entirely subject to its Standing Orders, and to the civil servants of local government agencies and other public law legal persons”.*

#### **4. Historical evolution of public employees' permanency institution**

The permanent tenure of public officials was first established with the Law of 1878 "*On civil engineering*" and was based on the willingness of the Minister in charge. Permanence was instituted by law in the time of Charilaos Trikoupis, during 1882 to 1886. In previous years, public officials changed along with any change in government. According to tradition, 25th March Square used to be the gathering spot of laid-off workers. It was where the Ministry of Finance and the Mint stood in those days. "*Klafthmonos*" square was named after "crying and weeping from those made redundant and not in possession of a single source of life as a rule". Trikoupis, in 1882, mentioned that "*... the official situation and evolution of administrators did not depend on their service or performance but on the necessity of personal loyalty to the party and its trust ...*" and struggled to establish the "*given that being not only the worthiness of each*", which was established by the revolutionary constitutions (Aspridis, 2011; Milonopoulou, 1998).

The institution of tenure was introduced in Greek public administration with the Constitutional Review of 1911, when Articles 88, 89, 90, 98 and 102 initiated the tenure of public officials, judges from the rank of Magistrate, auditors and associate judges of the Court and other judicial officials. In this way, the government tried to tackle the problem of cronyism and corruption in public administration and in particular there was an attempt to address the clientele system of that period (Aspridis, 2011; Milonopoulou, 1998).

From 1911 and onwards, Greece entered a turbulent period, both politically and socially, during which the constitutional provisions were strongly challenged. To illustrate this, we mention the "*sui generis*", of 1929, a law which provided for severe penalties for Communist civil servants. During the dictatorships of T. Pangalos, G. Kondylis and I. Metaxas, the World War II and the first Civil war, every (*real*) function of the state was postponed. Similar phenomena were observed during the period of First World War, the National Division and the Asia Minor Campaign (Aspridis, 2011; Milonopoulou, 1998).

1951 was a landmark year in the history of the civil service body. By L. 1811/1951, the Code of Civil Status Administration Officials was ratified and the law on public officials was officially established, in other words, the rules governing their legal status. However, permanent tenure was put into question and became subject to the loyalty and faith in the national ideals. Moreover, according to the Chairman of the House Review "*they think (referred to the institution of tenure) that it was adopted for them, while it was adopted in favor of the administration*" (Aspridis, 2011; Milonopoulou, 1998; Tsoukalas, 1989).

There was substantial and effective implementation of the institution of tenure we had during the Third Greek Republic after 1974. The reason was the improved status of public employees through the adoption of the new Constitution and the revision of the Code of Civil Servants with the P. D. 760/1976, 611/1977. Another review took place later in 1999 by L. 2683/1999 and then another one of Y.K. in 2006. Today, the institution of tenure is again under debate, because employees under fixed-term contract or project- in conjunction with officials from both major political parties- are pressured to leave their tenure (Aspridis 2011; Milonopoulou, 1998).

Last but not least, the number of civil servants has to be mentioned, which according to criticism, burdens the country's public sector. The evolution of the number of civil servants in the Third Greek Republic is presented in the annex tables.<sup>5</sup>

## 5. Tenure of public employees in other EU member states.

The civil servants' status is regulated in the countries of Western Europe by common law. It is assumed that the institution has been established in the minds of all people. In most EU members-states,<sup>6</sup> the tenure of civil servants is a regime, while the number of contract public servants is continuously growing (Handler et al, 2004).

In Denmark, two categories of workers exist in the public sector: Civil servants (*statutory civil servants*) and contract civil servants. The ratio of public officials in connection with the contract ones is much greater in central government (*35.3% of all workers in 2004*). In local government the figure was 11%. Finland has permanent tenure civil servants, but there are

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<sup>5</sup> The Greek "*national myth*" about the excessive number of civil servants found its solution in the 2010 census. The census took place after the agreement with the I.M.F. Men in public sector accounted for 54% whereas women are 46%. 39% are of Higher Education, 28% of Secondary Education, 9% of Compulsory Education and 9% of Technological Education. In terms of age employed by the state, 43,743 are over 60 years, 168,958 between 50 and 60, 258,280 between 40 and 50, 205,277 between 30 and 40, 86,246, between 20 and 30 and 4174 less than 20 years. Officials of the State (*including judicial and civil servants*) are about 82%, with permanent contracts amounting to 7% and 6% fixed. This figure represents 6.79% of the population of Greece, and in 2008 accounted for 16.40% of the working population of the country, <http://www.taxheaven.gr/news/news/view/id/6186> (accessed 9/4/2011), and Biliard (2008), see also article's annexes.

<sup>6</sup> For the situation of public employees in the countries of SEE, see Verheijen (1999).

specific disciplinary procedures allowing for an official to be dismissed. In Sweden, practically, there is no tenure in the narrow or broader public sector. Only some groups of staff enjoy the benefits of tenure, such as judges (Markou, 2005; Chandler, 2003).

In the Netherlands, permanence depends on labor law. In general, the annual contract automatically becomes permanent contract after three years of work. In Belgium, officials are divided into three categories: *statutaire*, *mandataire* and *contractuel*. The *statutaire* (or *nommis*) operate under the rules of the Constitution and hold a permanent position. The *mandataire* are employees holding posts in staffing (*management function*), appointed for six years which is renewable and the system is governed by specific regulations. The *contractuel* normally work under contract for an indefinite or fixed period of time. In Germany, most civil servants are permanent. By law, new recruits to the German public utilities do not enjoy the privilege of permanent tenure and their status is the same as in the private sector. It should be noted however that the current German government is trying to lift permanence in a great part of the public sector (*excluding teachers, police officers and firefighters*) (Markou, 2005; Chandler, 2003).

In Ireland, there is permanence in both the narrow and the wider public sector. Currently, companies in the broader public sector are recruiting under fixed term contracts. In England, permanency exists for most civil servants, although in recent years, contract and part-time workers have increased (Markou, 2005; Chandler, 2003).

In Italy, there is permanency in both the narrow and the wider public sector. From 1990 onwards (following *Law Bassarini 59/97*) there have been reforms regarding employee relations in the public sector. The same law provided for the use of fixed-term contracts, temporary labor and the rubberized employee relations. In Spain, 81% of all workers in the narrow public sector are permanent and 19% contracted, while in Portugal there is permanence in both the narrow and the wider public sector. In France, permanent officials are the majority in contrast with the contracted ones (Markou, 2005; Chandler, 2003).

## **6. Consequences from a potential lift of permanence**

The eventual lift of permanent tenure would increase interest and awareness of duty of employees and thus increase productivity. Reasons for lifting permanent tenure would be serious issues relating to ill performance rather than personal beliefs or personality. A lift of permanence, in theory, would advance the efficiency and productivity of public administration and consolidate the responsibility of public officials, through the formation of a comprehensive disciplinary law that provides for escalating penalties up to the permanent dismissal of employees. The lift of tenure would contribute both to social and professional alignment of private and public officials and finally to "*less state*", meaning savings arising from reduced public expenditure (Vlahopoulos and Aspridis, 2006; Liverakos, 1999).

However, in case of removing tenure in the narrow public sector, employees might be kept captive of party alternation in power and trade unionists. Perhaps even victims of coercion by individuals who would threaten to report - that are "*recorded*" in the file of each stem, if not performing, as the individual considers his request. Continuous changes to civil servants give rise to political party state, thus harming the principle of legality and neutrality of the administration. It will bring about a break in the "*continuity*" of the administration. Strong public sector is identified with the state and must be consistent in order to operate. The changes in the political party will mean a radical change in staffing of public administration. Apart from the social disruption that would arise from this, the administrative machine every so often would paralyze, and should be recast in totally new personnel, in

many cases unrelated to the subject it would be asked to perform. The administrative expertise would be lost if civil servants partially changed, at least, every 4 or 5 years. An extended lift of tenure would lead to strikes and lead to huge political costs for each entity of the executive power. An increase in dismissals could lead to more appeals, interventions and third party proceedings, and if the call of action is accepted it will lead to the diseased status of the obligation to meet the administration<sup>7</sup> (Vlahopoulos and Aspridis, 2006).

The clarification of the qualitative and quantitative criteria to the operation of public services, like any form of organization is a complex issue, given the variety of quality issues in general. As, indeed, the urgent attention and focus on the qualitative dimension of the behavior of organizations and executives, equally it should not be underestimated and not to simplify the complexity of quality problems. One factor that affects is the role of the political environment in the methods of public service staffing, procedures development and promotion of workers in flexible forms of management and organization (Vlahopoulos and Aspridis, 2006).

## **7. What is reflected abroad on the Greek reality?**

EU Energy Commissioner Gunther Oettinger recently strongly criticised the efficiency of the Greek public administration and suggested that the EU should send qualified officials from other member-states to help the public sector towards improving tax collection and promoting privatisations (Athens News, 09/09/2011).

Moreover, in the 2004 public administration country profile of the Division for Public Administration and Development Management (UN, 2004) it is underlined that according to the Ombudsman of the Greek Republic, civil servants enjoy too great a discretion in regard to the texts they have to apply, or else the procedures are so lacking in transparency and so open to interpretation that they encourage corruption among the public who want their administrative problems settled in a reasonable time.

As for the European Union (Council of the European Union 6145/10, 16.02.2010), public administration is believed to have been a major obstacle in raising efficiency in Greece. It is also observed that Greece ranks poorly as regards the public sector in most international comparisons and many problems are thought to derive from insufficient administrative capacity and efficiency. It is suggested to reform public administration and modernise public administration, implement the Union's common principles of flexicurity and proceed to structural reform such as the recently adapted law that streamlines the wage payment system for direct public administration employees by providing unified principles in setting and planning wages.

What is concluded is that the image reflected abroad is that of a relatively corrupted inefficient public administration; unable to evolve and converge to European standards. Greece is dealt as a *third world country* (Davenport, 2011) with great issues overhauling its public administration. What would be really interesting for the future is a comparative study

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<sup>7</sup> In Greece, where the administration is unwilling to comply, for various reasons which require systematic investigation, it would not comply. The executive power has the power not to comply and not to be forced. A simple economic cost - benefit analysis guiding the executive power in the choice of compliance or abstinence, which is de lege lata clearly illegal, affects the rights of the rightful and the prestige of the country. However required to implement the legal framework of compliance, even on a symbolic level (*Article 95 of Constitution and Law 3068/2002*) (Aspridis, 2006).

of the administration and the Civil Service in the EU 27 member states so as Greeks realise the reason why the Greek public administration is dealt as a lethargic slow pacer dinosaur.

## 8. Conclusions

The tenure of civil servants has been demonized and seen as the root cause of all evil in Greece. On the other hand, the private sector has been idealized and this is largely due to neoliberal policies implemented in developed countries since the fall of the Berlin Wall (late 1980s and early 1990s). Furthermore, privatization became very popular when it occurred in the form of the transformation of organizations and businesses belonging to the public for private companies. The neoliberals suggested the lift of permanent tenure of civil servants to reduce costs in the public sector, the gradual abandonment of the welfare state, the privatization of state banks, the largest state companies and the issue of working time within the enterprise (Aspridis 2006).

A lift of permanent tenure constitutes a sensitive political, historical, social and legal issue.<sup>8</sup> The permanence of civil servants is not responsible for the failure of state machinery - responsibilities belong elsewhere, such as poor allocation of existing staff, poor organization and corruption. Blackmailing as a way to lift permanency is not a solution to the problem. For public administration to be effective and to deliver the expected results a lift in permanence is not necessary. It could lead to the opposite effect. The government needs other equally effective measures.

Effective activation of the disciplinary proceedings for public officials supports the independent control of administrative action (*Independent Authorities and General Inspector of Public Administration*). An objective and clear evaluation system for civil servants is needed, based on which, the wrongdoers will be punished<sup>9</sup>, the best will be rewarded, and compulsory implementation of the Common Assessment Framework (C.A.F.) will take place. The training and development of managers in public administration, the establishment of methods of motivation, the introduction of New Public Management (N.P.M.), the establishment of the principles of Management by Objectives (MbO) (Michalopoulos, 2003) and methods of modern management and finally e-Government<sup>10</sup> (away from the beginning of the Ottoman administration and Weberian management classical model) are crucially important towards the purpose mentioned above. Moreover, the strict control over hiring by A.S.E.P. (*Supreme Council for Civil Personnel Selection*), the strengthening of the administrative courts with the possibility of institutional administrative punishment of disciplinary violations that are detected and the fighting of corruption and cronyism is needed. Finally, the separation of politics from administration<sup>11</sup>

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<sup>8</sup> All times when “organic” serving positions were removed, employees were transferred with the same permanent status in their respective departments and positions. We conclude that a specialty Customary Constitutional Law has been established which does not permit dismissal of civil servants even when their organic position is eliminated (Pavlopoulos, 2010).

<sup>9</sup> According to newspaper reports the Ministry of Interior is promoting a new legislation in disciplinary law. With this arrangement, all those who have committed three offenses within five years and fined in earnings over a month will be made redundant by the perjurer officials. The annual reports of the Inspector General of Public Administration reported cases where perjury and breaking the law civil servants were not punished nor received a lower penalty.

<sup>10</sup> The use of new technologies helps to increase the productivity of civil servants and to the most effective control at work.

<sup>11</sup> Even new countries like former Yugoslavian Republic of Macedonia (fYRoM) have acknowledged the importance of separating this. According to the Minister of Information Technology & Administration Ivo Ivanovski “.....we want to prevent politics from interfering with public administration and stand ready to implement the criteria which are part of the European Community's values and are preconditions for

and the lessening of the role of trade unions are essential (Aspridis, 2006; Papalexandri and Bourantas, 2002).

It is necessary to change the mentality and education of public officials. Civil servants should be characterized by impartiality and objectivity in carrying out their duties to serve people; they need to be responsible, efficient and be engaged in team spirit. It is possible to create an efficient, reliable and fair state, smaller in size, able to provide high quality services and defend the interests of all citizens against monopolies and guilds (Papoulias and Tsoukas, 1998).

It is not long ago when the former President of the Republic, Mr. K. Stefanopoulos stated that "... *one of the great principles that we adhere to and implement, absolutely necessary in the public administration, is meritocracy. This principle suggests the selection of the best to occupy a post in public domain, and then reward employees who meet their duties and to punish the negligent and much more the intentional ones ... the state must promote the talented and virtuous and reward them. Even more, it is required to monitor and punish the unscrupulous and the corrupted ones*".<sup>12</sup>

## 9. Epilogue

The parable of the cave in *Plato's Republic* [*Politia (Polis, Athens 2005)*] seems more prominent now than ever. All "*prisoners of the cave*", meaning participants (*employees*) in public administration, must escape from the world of shadows, of counterfeiting and of fuzzy views of the "*dark cave*" in which they work, and bring themselves in the way of real things, true knowledge and true ideas. In this way, contemporary administration will be a part of the society firstly. Then, it will be able to understand the needs and changes and promote them. Administration will be flexible and not extroverted on the basis of good governance, being detached from society.

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membership"

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<sup>12</sup> From the former President's speech at the Army Officers Club in Thessaloniki for the celebration of the October 28<sup>th</sup> national anniversary.

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## ANNEX<sup>13</sup>

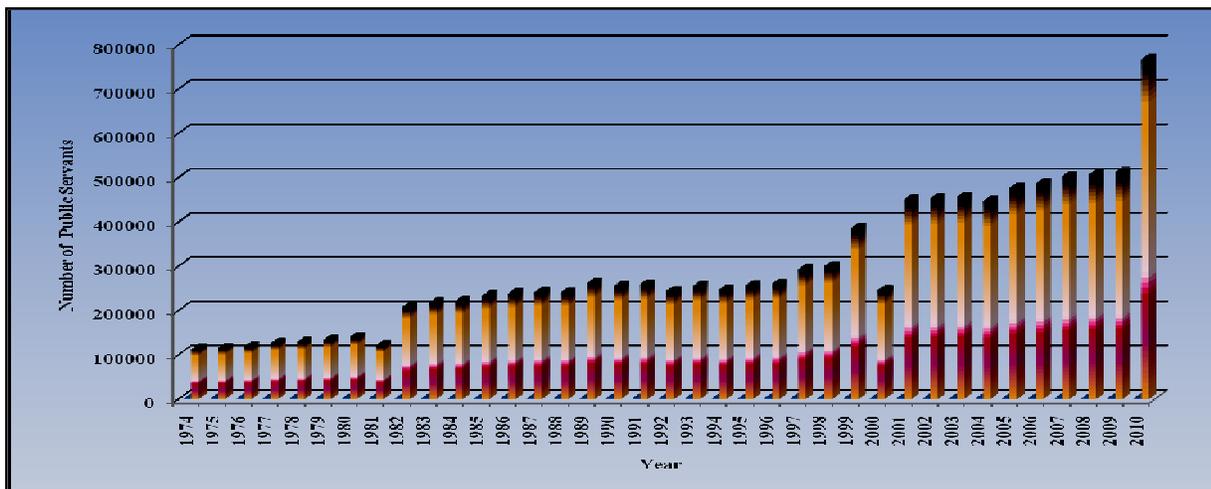
**Table 1 : Evolution of Greece's Public Servants Number [1974 - 2010] (in thousands)**

YEAR	NUMBER OF PUBLIC SERVANTS	YEAR	NUMBER OF PUBLIC SERVANTS	YEAR	NUMBER OF PUBLIC SERVANTS	YEAR	NUMBER OF PUBLIC SERVANTS
1974	112.896	1985	233.654	1996	260.063	2007	503.170
1975	114.950	1986	238.276	1997	293.281	2008	506.680
1976	118.935	1987	241.455	1998	300.509	2009	511.913
1977	126.722	1988	240.748	1999	386.144	2010	768.009
1978	129.071	1989	262.560	2000	245.702		
1979	133.980	1990	255.438	2001	450.259		
1980	139.966	1991	259.159	2002 <sup>14</sup>	453.269		
1981	121.789	1992	243.911	2003	456.462		
1982	208.531	1993	255.113	2004	447.520		
1983	217.666	1994	247.746	2005	477.286		
1984	221.396	1995	256.466	2006	486.580		

**Sources :**

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**Diagram 1 : Evolution of Greece's public servants number [1974 – 2010]**



<sup>13</sup> In developing and shaping the tables in Annex contributed the students of the Department of Project Management, Technological Educational Institution of Larissa Mrs E. Triantopoulou and Mrs D. Zioga.

<sup>14</sup> From 2001 - 2002 in the number of public officials are included the officers of the security forces, armed forces and medical personnel.

**Table 2 : Percentage of public employees per gender (census 2010)**

GENDER	PERCENTAGE
Men	54%
Women	46%

Source : <http://www.taxheaven.gr/news/news/view/id/6186> (accessed 9/4/2011)

**Table 3 : Percentage of public employees per education level (census 2010)**

EDUCATION LEVEL	PERCENTAGE
University Level	39 %
Technological Level	9 %
Secondary Level	28 %
Obligatory Level	9 %
Other ( <i>PhD, MBA, MSc</i> )	15%

Source : <http://www.taxheaven.gr/news/news/view/id/6186> (accessed 9/4/2011)

**Table 4 : Number of public employees per age (census 2010)**

AGE	PUBLIC EMPLOYEES NUMBER	PERCENTAGE
+60	43.743	5,70%
50 -60	168.958	22%
40 -50	258.280	33,63%
30 -40	205.277	26,80%
18 – 30	90.420	11,78%

Source : <http://www.taxheaven.gr/news/news/view/id/6186> (accessed 9/4/2011)

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