

The New Human Resources Management System

1. Introduction

The “Human Resources Management System” is an information system that will, over time, simplify and digitally transform all internal public-sector human resources management functions.

It will incorporate the policies and actions required to manage all aspects related to personnel matters, including recruitment, training, evaluation, compensation (financial and non-financial), and the provision of a safe and fair working environment for employees of a Public Organization.

It will support the optimal utilization of the human resources of the Hellenic Public Administration, with a broad perspective, central planning, strategic vision, and rational allocation.

It will contribute to the design, implementation, and assessment of a unified human resources management policy in Public Administration.

It will help leverage personnel based on the qualifications and skills they possess and provide targeted training and upskilling for employees.

It constitutes the final step in every process concerning human resources.

1.1.1 Ways to Utilize the HRMS

- Agencies that have their own personnel management application will be able to interoperate with the new system to avoid duplicate entries.
- Agencies that do not have their own personnel management application will be able to use the new system as their core personnel management system, taking advantage of its advanced HR management capabilities.

2. Legal Framework

The Human Resources Management System was established by Article 57 of Law 5149/2024, “Accelerating recruitment through ASEP, amendments to the Civil Service Code for Civil Administrative Employees and Employees of Legal Entities

under Public Law (NPDD) and to the Code of Municipal and Community Employees, system of incentives and rewards for public employees, provisions for the civil servants' evaluation system and other measures to improve the functioning of public administration.”

Article 57 – Human Resources Management System

1. Within the General Secretariat of Public Administration of the Ministry of the Interior, an information system titled “Human Resources Management System of Public Administration” (HRMS) is developed and operated, which succeeds the Human Resources Registry of the Hellenic Public Sector (MADED) established by Article Two of Law 3845/2010 (Government Gazette A’ 65). All data and functions of the MADED that are in operation at the time of transition are transferred to the HRMS.
2. The purpose of the HRMS is: a) To support the Ministry of the Interior in conducting public-administration human resources policy; b) To support the Ministry of National Economy and Finance in conducting pay policy; c) To provide personnel management applications to the agencies that use it.
3. The HRMS is hosted on the Government Cloud (G-Cloud) infrastructure of the General Secretariat for Information Systems and Digital Governance. User authentication is performed via Public Administration Credentials.

3. Functional Areas

The HRMS consists of distinct functional areas, each managing a domain of human resources management. At the heart of the system lies the Public Administration Personnel Registry, around which the following functional areas have been implemented:

- Registry of Agencies
- Digital Organization Charts
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- Job Profiles
- Recruitment
- Unified Mobility System
- Target Setting
- Evaluation
- Development Advisors
- Integrity Advisors

3.1 Public Administration Personnel Registry

It is a comprehensive mechanism for recording, updating, and leveraging data concerning the human resources of Public Administration, with the aim of:

- Uniform and reliable maintenance of employee records.
- Streamlining and accelerating administrative procedures.
- Facilitating decision-making on staffing, training, and career development.

3.1.1 Registry Contents

For each employee, the HRMS Registry includes the following core categories of information:

Basic Employee Details

- Personal identification data.
- Identity verification details.
- Contact information.

These data are automatically retrieved and updated from other information systems and registries where they are primarily maintained, such as:

- the Civil Registry,
- the Tax Registry,
- the National Communication Registry,
- the registries of the Hellenic Police.

Family Status Details

Includes the information recorded on the Family Status Certificate as maintained in the Civil Registry. The automatic retrieval of these data helps reduce bureaucracy and ensures data validity.

Medical Details

- Disability certifications.
- Certifications of periodic hospitalization or need for special care, concerning either the employee or their family members.

These data are maintained under strict personal-data protection, in accordance with the applicable legal framework.

Education Details

- Degrees (undergraduate, postgraduate, doctoral).
- Certifications of foreign language proficiency.
- Professional training certificates.
- Participation in training programs and seminars.

These data support qualification assessment, mobility, and planning for staff training and development.

Employment Status Details

- employment relationship and working arrangement.
- substantive posts held.
- current service status.

3.1.2 Functional Significance of the Registry

The Public Administration Personnel Registry constitutes the core functional area of the HRMS. The data contains:

- feed all other functional areas of the system (such as evaluation, mobility, recruitment planning, target setting, etc.).
- support evidence-based decision-making.
- ensure transparency and meritocracy in managing the Public Sector's human resources.

3.2 Digital Organization Charts

3.2.1 What the Digital Organization Chart Is

The Digital Organization Chart of Public Administration and Local Government is a comprehensive system for depicting the structure and staffing of all public-sector bodies. It records, in a uniform, transparent, and interoperable manner, the organizational units, the serving employees, and the job profiles of each body.

3.2.2 Contents of the Organization Chart

The Digital Organization Chart includes:

- All organizational units of Public Administration and Local Government bodies.
- The employees serving in each organizational unit.
- The corresponding Job Profiles, which set out the responsibilities, duties, and required qualifications for each position.

Each organizational unit is hierarchically linked to its superior unit, while each employee is mapped to the unit in which they serve. This ensures transparency, accuracy, and functional cohesion in the structure of the public sector.

3.2.3 Maintenance and Updating of the Organization Chart

The Digital Organization Chart is maintained within the HRMS, the central information system for managing public-sector personnel.

The responsibility for entering and updating data lies with the competent Administration/Personnel Directorates of each body, which have certified access to the system.

All changes concerning: the structure of bodies and the allocation of serving employees must be recorded without delay in the Organization Chart to ensure data accuracy and timeliness.

3.2.4 Legal Framework and Scope

According to Article 3 (“Scope of Application”) of the relevant legislative framework, the Digital Organization Chart covers:

- Central and regional public services.
- Independent Authorities.
- Local Government Organizations (LGOs) of the first and second degree.
- Legal Entities under Public Law (NPDD).
- As well as Legal Entities under Private Law (NPID), insofar as they belong to General Government, as defined by the Hellenic Statistical Authority in the General Government Entities Registry.

3.2.5 A Tool for Transparency and Efficiency

The Digital Organization Chart is a key pillar of the state's digital reform. It enhances transparency, accountability, and administrative efficiency by providing a unified, accessible, and continuously updated information system on the structure and staffing of Public Administration and Local Government.

3.3 Job Profiles

3.3.1 What Job Profiles Are

Job Profiles are a modern and essential tool for Public Administration to map human resources and the work scope of each organizational unit. They clearly set out service needs, the requirements of each position, and the skills required for effective performance of duties.

Each Job Profile includes:

- The responsibilities, obligations, and accountabilities of the employee.
- The formal and substantive qualifications required to fill the position.
- The knowledge, skills, and abilities linked to effective task execution.

In this way, each position aligns with the appropriate employee profile, enhancing efficiency and the quality of public service.

3.3.2 Purpose and Benefits

- Merit-based staffing of public services, based not only on formal qualifications but also on the actual suitability of each employee.
- Rational utilization of human resources in line with each organization's needs and goals.
- Upgrading the quality and effectiveness of services provided to citizens.
- Strengthening transparency and accountability in Public Administration.

3.3.3 The Job Profiles Index

The Public Administration Job Profiles Index is a comprehensive reference guide. Its purpose is to:

- Familiarize citizens with the structure and processes of Public Administration.
- Serve as a tool for attracting capable staff with high qualifications and specialization.
- Enhance transparency and the logical matching of human resources to job positions.

In this way, Public Administration takes a decisive step toward a more modern, transparent, and efficient operation tailored to the needs of society and citizens.

3.4 Recruitment

3.4.1 Purpose and Application Framework

Recruitment Planning in Public Administration is an institutionalized process that ensures targeted and rational staffing of public bodies. It is implemented under the coordination of the Ministry of the Interior to align the real needs of services with the state's availability and fiscal capacity. The process aims to form a unified, transparent, and efficient human-resources planning system that serves the principles of meritocracy, transparency, and good governance.

3.4.2 Planning Process

Recruitment planning is carried out annually and includes sequential stages:

Submission of Requests

Public Administration bodies submit to the Ministry of the Interior their requests for filling positions, documenting:

- the necessity of the recruitments.
- the required qualifications.
- the type of employment relationship (permanent, open-ended private-law, fixed-term private law, etc.).

Processing and Evaluation of Requests

- service needs.
- fiscal constraints.
- the allocation of human resources in Public Administration.

Drafting the Recruitment Plan

The Ministry of the Interior consolidates requests, processes the data, and prepares the Annual Recruitment Planning Plan, which is forwarded for approval to the competent Ministries.

3.4.3 Approval Decisions

Implementation of the Annual Recruitment Planning is completed with the issuance of an Approval Decision by the Government Committee under PYS 33/2006, following a recommendation by the Ministry of the Interior and in cooperation with the Ministry of Finance.

- determines the number and type of approved recruitments.
- designates the bodies authorized to proceed with recruitment procedures.
- serves as a prerequisite for issuing calls by the Supreme Council for Civil Personnel Selection (ASEP) or other competent bodies.

3.4.4 Exceptions to the Process

Certain categories of recruitment are exempt from the annual planning process, such as:

- Hiring temporary or seasonal staff to meet immediate and short-term needs.
- Recruitments in critical state functions (e.g., health, civil protection, security);
- Hiring special categories of personnel under specific provisions or programs.
- Recruitments for co-funded projects or programs explicitly exempted from fiscal constraints.

These exceptions are expressly provided for in the applicable legal framework and are approved by special decisions of the competent Ministries.

The Ministry of the Interior plays the central role in coordinating, supervising, and monitoring Recruitment Planning. Through the HRMS, it ensures digital submission and management of requests, transparency and traceability of decisions, and effective utilization of human resources in the public sector.

3.4.5 Toward Rational and Transparent Planning

Recruitment Planning is a key tool for shaping modern and effective Public Administration. It ensures that every new hire is justified, targeted, and necessary, serving the principle of efficient management of the public sector's human and financial resources.

3.5 Unified Mobility System

3.5.1 Purpose of the Unified Mobility System

The Unified Mobility System (UMS) in Public Administration and Local Government is a modern mechanism for managing and utilizing human resources, aiming to ensure that “the right employee is in the right position.” Its operation relies on digital tools and skills, eliminating past bureaucratic obstacles and enhancing transparency and effectiveness.

3.5.2 Operation and Procedure

The Unified Mobility System is implemented based on the Digital Organization Chart and unfolds in two cycles annually, under the supervision of the Central Mobility Committee. Each cycle includes the following stages:

- Posting of vacancies: Public bodies post the vacancies being announced on the central website, in accordance with the digital organization chart.
- Submission of applications: Interested employees submit their applications electronically.
- Selection process: The selection is carried out by the host body based on objective and transparent criteria.
- Candidate evaluation: Evaluation is conducted exclusively by a three-member committee of the host body and includes a comparative assessment of candidates’ qualifications, to select the most suitable employee for the position.

3.5.3 Benefits for Human Resources

- Opportunity to leverage their qualifications and skills.
- Professional development and enrichment of work experience.
- Possibility to serve in a body or region of choice, promoting mobility and work–life balance.

3.5.4 Benefits for Citizens and Businesses

- Strengthens staffing where there are real needs, contributing to faster, more effective citizen service.
- Reduces case-processing times by making better use of human resources.
- Promote decentralization by strengthening regional public units and services, fostering a more balanced administrative model nationwide.

3.5.5 Toward a Modern and Effective Public Administration

The Unified Mobility System is an important step toward building a flexible, meritocratic, and digitally mature Public Administration. Through innovative tools and procedures, it enhances state effectiveness and upgrades the quality of services provided to citizens.

3.6 Setting Goals

Law 4940/2022, “System of goals setting, evaluation and rewards to strengthen the effectiveness of public administration and other provisions on human resources in the public sector” (Government Gazette A’ 112), established a new, unified, and modern framework for implementing evaluation and target setting, with an emphasis on developing and continuously improving the skills necessary to achieve the objectives of each organizational unit of the Greek public sector.

Goals setting is now an integral part of the evaluation of supervisors. Through a new operational framework, target setting is mandatory in every organizational unit and at all levels of management, involving the implementation of specific actions within a defined timeframe, based on the units’ competencies.

Within this scheme, the supervisor of the higher-level organizational unit, acting as evaluator, sets goals for the supervisors of subordinate units. Specifically, for each unit, at least one (1) target is set in each of the three (3) categories provided in paragraph 5 of Article 9 of Law 4940/2022.

- Services provided by the organizational unit.
- Internal organization and operation of the unit.
- Knowledge, skills, and abilities of the unit’s employees.

3.6.1 Goals

Each Goal must be S.M.A.R.T.:

- Specific (S): a clearly defined objective.
- Measurable (M): quantifiable with a target value and measurement indicator.
- Attainable (A): realistic and feasible given available resources.
- Relevant (R): derived from higher-level objectives, contributing to the body’s mission.
- Time-Bound (T): with a clearly stated implementation period.

Monitoring goals implementation is carried out via measurement indicators.

3.6.2 Process

- Define goals aligned with governmental priorities and the body’s mission.
- Elaborate and cascade them to subordinate units in collaboration with supervisors.
- Review to reassess progress during the current year.
- Measure to assess achievement of set targets.

- Link to the evaluation of supervisors.

3.6.3 Benefits

- Strengthening transparency and accountability.
- Linking management to measurable outcomes and KPIs.
- Providing objective data.
- Cultivating a performance-oriented culture.
- Improving services provided and citizens' daily life.

3.7 Evaluation

3.7.1 Purpose and Philosophy

Law 4940/2022 establishes a new evaluation framework in the public sector to enhance effectiveness, transparency, and accountability in public administration. The philosophy of the law is to shift from a formal, procedural approach to a substantive, developmental process aimed at improving employees' skills, performance, and career progression.

Evaluation serves as a tool for empowering the public-sector workforce and as a feedback mechanism, emphasizing collaboration between evaluator and evaluatee. By fostering a culture of continuous learning and improvement and embedding evaluation within a broader cycle of management by objectives and results, Law 4940/2022 seeks to create a modern, efficient, and responsible public sector focused on developing human resources and improving public service delivery.

Law 4940/2022 applies to almost the entire public sector, covering permanent employees and employees under open-ended private-law contracts (IDAX) serving in ministries, independent authorities, legal entities under public law, as well as Local Government Organizations of the first and second degree and their associations. Excluded are primary and secondary school teachers, officials and employees subject to special evaluation systems, and clergy of churches funded by the state budget.

3.7.2 Evaluation Scope

- Assessment of supervisors' achievement of targets for their organizational units.
- Evaluation of staff skills according to the Unified Competency Framework.
- Development and continuous improvement of human resources through the preparation and implementation of a development plan.

3.7.3 Evaluation Process

Evaluation of Supervisors is conducted during the reference year to improve performance, skills, and the functioning of organizational units. It is carried out in three stages:

4. Work Planning (January): Setting targets and drawing up a Development Plan through collaboration between evaluator and supervisor.
5. Progress Review (May): Interim assessment of target achievement, skills development, and team functioning.

6. Final Evaluation (December): Gathering input via a team pulse form and holding a final discussion on the supervisor's performance. The process concludes with submission of the evaluation report and the new Development Plan.

Evaluation of Employees is conducted during the reference year to develop skills, improve performance, and strengthen collaboration within units. It is carried out in three stages:

7. Planning (January): Discussion between evaluator and employee regarding role, expectations, and the employee's Development Plan for the year.
8. Progress Review (May): Interim assessment of work, progress on the Development Plan, and team functioning; update the plan as needed.
9. Final Evaluation (December): Discussion on skills level and annual results. The process concludes with submission of the evaluation report and the Development Plan for the following year.

3.7.4 Innovations of Law 4940/2022

- Unified Competency Framework for all personnel, establishing clear and objective evaluation criteria.
- New target-setting system and evaluation based on objectives, reinforcing a goal-oriented public administration.
- Introduction of the Development Plan to determine training needs and improvement actions for the next period.
- Evaluation discussions between evaluator and evaluatee serving as a feedback mechanism and strengthening interactive communication.
- Establishment of a "Team Pulse" form that gives employees a voice and captures teamwork climate and unit functioning.
- Institutionalization of "high-performing employees," promoting recognition of effort and excellence in the public sector.
- Establishment of Evaluation Oversight Committees to ensure proper, fair, and consistent application of the evaluation system across all bodies, enhancing transparency and credibility.

The new evaluation system establishes a participatory and developmental management model focused on improving skills, services, and outcomes for the benefit of the citizens.

3.8 Development Advisors

3.8.1 The Role of the Development Advisor

The Human Resources Development Advisor serves as the specialized liaison between the Ministry of the Interior and public-sector bodies, responsible for issues related to the management, development, and improvement of human resources.

The Advisor institution contributes to shaping a modern and effective Public Administration based on evidence-based policies, innovation, and continuous professional development.

Support to Directorates

- Updating and implementing the HRMS.
- Applying target setting and evaluation systems.
- Implementing mobility through the Unified Mobility System.
- Recruitment planning based on the needs of bodies.
- Creating and managing digital organization charts.
- Drafting and updating Job Profiles.

Through these actions, Advisors enhance administrative effectiveness, transparency, and strategic development of services.

Staff Information and Support

- Training and education programs, both within the body and via external providers such as the National Centre for Public Administration and Local Government (EKDDA).
- Human resources management topics and information on the Advisor institution.
- Social actions and awareness campaigns.
- Annual workshops, conferences, and professional development activities.

3.8.2 Building Collaboration Networks

Development Advisors strengthen collaboration and the dissemination of best practices by developing networks of cooperation:

- Within the body, with heads of organizational units, senior executives, and administrative departments.
- Outside the body, with the competent units of the General Secretariat of Public Administration (GSPA), other Development Advisors, EKDDA, and GSPA representatives in national, European, and international working groups.

3.8.3 Additional Responsibilities

- Submit annual reports capturing progress and outcomes of their actions.
- Monitor the implementation of HR management processes within bodies.
- Manage information and data, ensuring proper maintenance and updates of procedures.
- Collaborate with responsible staff to improve practices and results.
- Have access to electronic databases, such as the HRMS, to monitor and utilize data related to personnel policy.

3.8.4 Toward a Comprehensive Human Resources Policy

The role of Development Advisors is a fundamental pillar for shaping and implementing a unified, strategic human resources management policy in the public sector. Through continuous collaboration, training, and the use of digital tools, they enhance functionality, efficiency, and the quality of services provided to citizens.

3.9 Integrity Advisors

3.9.1 Mission and Role of the Integrity Advisor

The core mission of the Integrity Advisor institution is to ensure a coherent and effective protection framework for employees who identify or experience integrity violations, who wish to report such violations, or who seek support and guidance on ethics and deontology in the workplace.

The Integrity Advisor provides support, information, and advisory guidance on matters relating to integrity, ethics, and transparency. According to Article 24 of Law 4795/2021, their responsibilities are organized into three functional pillars: Support, Information, and Advisory.

3.9.2 Support Pillar

- Provides individualized advisory support to employees on ethics and integrity issues arising in the course of their duties.
- Indicative topics include sexual or moral harassment, discrimination, bullying, and conflict of interest.
- Receives reports from employees on incidents of integrity violations or corruption and acts as an intermediary so that the competent bodies of the organization or other external audit bodies can intervene. Note: Under paragraph 2 of Article 82 of Law 4795/2021, “Submitting a report on integrity and corruption matters to the Integrity Advisor does not annul the relevant competencies of other audit bodies and Authorities.”
- Monitors the investigation process of reports and informs the reporting employee accordingly.

3.9.3 Information Pillar

- Informs staff about ethics and integrity issues, as well as about the role, responsibilities, and mission of the institution.
- Designs and coordinates training and skills-development programs for the organization’s employees and its supervised entities, in collaboration with the competent training unit and external training bodies such as the National Centre for Public Administration and Local Government (EKDDA);
- Participates in policy design and in developing tools to strengthen integrity, such as Codes of Ethics and Conduct, Conflict-of-Interest Management Regulations, and Protocols for Addressing Fraud and Corruption.

3.9.4 Advisory Pillar

- Collaborates with the organization's management, the Internal Audit Unit, and the competent HR services to develop and implement integrity policies.
- Submits improvement proposals to the head of the organization regarding mechanisms for preventing, deterring, and detecting violations.
- Draws up an Annual Report submitted to the head of the organization and to the National Transparency Authority (NTA), covering the effectiveness of integrity policies, the work carried out, and the progress of the cases handled.

3.9.5 Term of Office of the Integrity Advisor

The term of office of the Integrity Advisor is three years, renewable once for an equal period. This duration ensures stability, independence, and consistency in implementing integrity policies within the organization.

3.9.6 Toward a Culture of Integrity in Public Administration

The Integrity Advisor institution is a pivotal tool for strengthening trust in Public Administration among employees and citizens. By providing support, guidance, and information, it helps shape a working environment grounded in ethics, transparency, and accountability, laying the foundation for a modern and reliable public administration.