



SECRETARIO  
GENERALISTA

COMARCA  
Medios materiales para  
solucionar problemas  
municipales (administración  
electrónica,  
expedientes de  
contratación complejos,  
cumplimiento de la ley de  
transparencia, etc.)

EQUIPOS  
ESPECIALIZADOS  
Comarca/  
Agrupación?  
Gobierno Navarra?

1º.- Crear la organización administrativa.

2.-Adaptar la organización “política”.



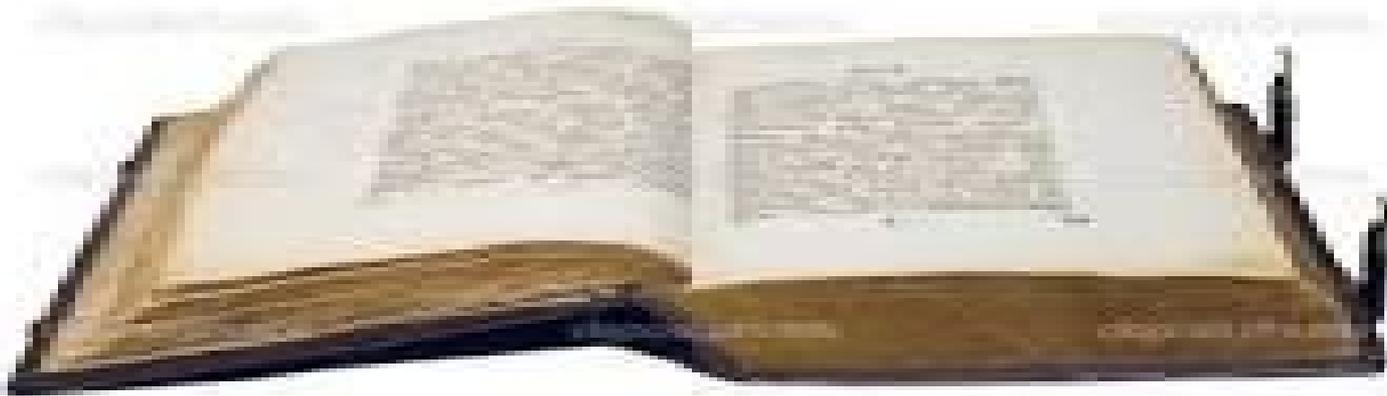
COMARCA

Voluntariedad  
Limitada/  
Evitar misma ASA/  
distintas  
mancomunidades

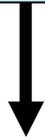
Orden  
Eficiencia  
en la prestación  
de servicios locales



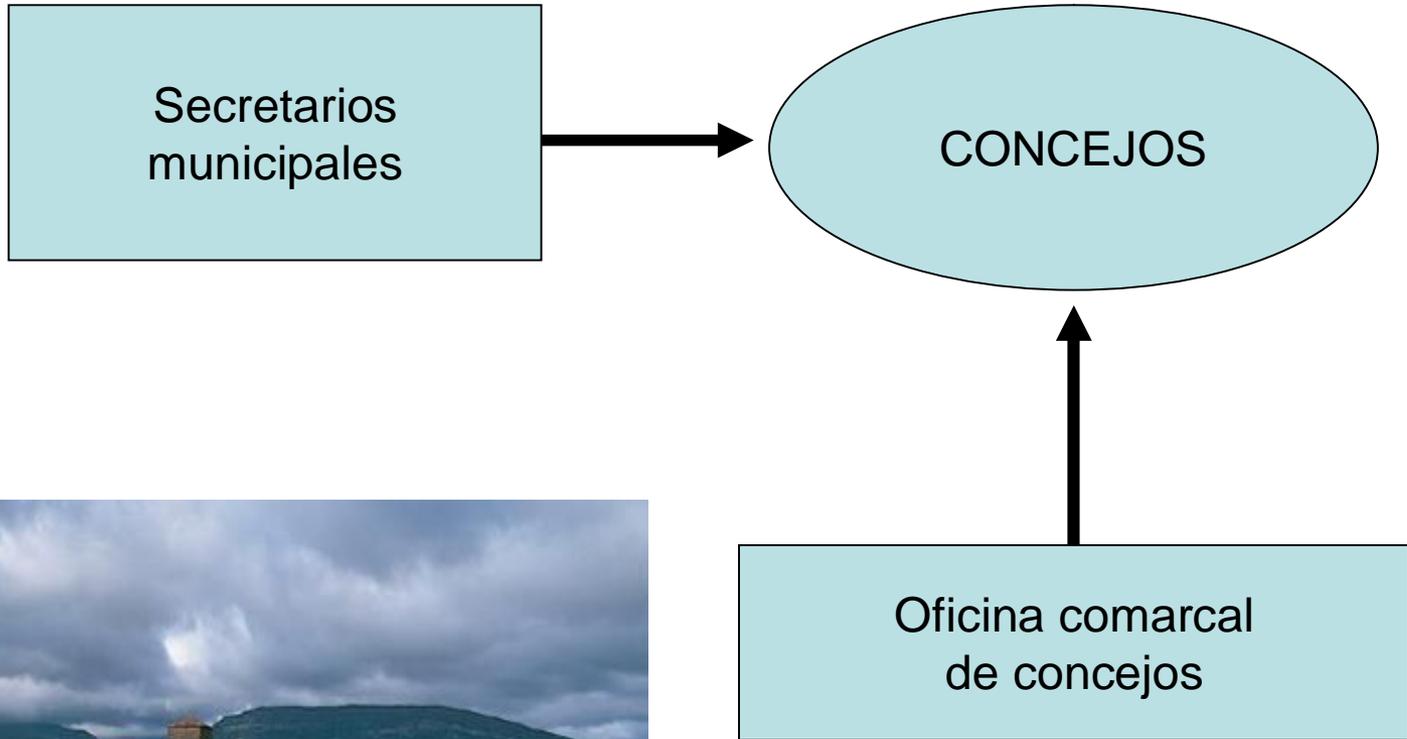
Asesoramiento del Secretario:  
Incluye ilustrar a corporativos  
sobre normativa y procedimientos



EXTERNALIZACION  
SERVICIOS



COMARCAS



Asesoramiento  
a vecinos/as

Ayuntamiento grande:  
Más impersonal

Ayuntamiento pequeño:  
relación directa  
y personal



¿ROTACIÓN  
SECRETARIOS?

- + experiencia
- vinculación



Medidas legales para facilitar  
la adscripción directa de personal  
de las mancomunidades a las comarcas  
conforme vayan asumiendo servicios

VARIAS VÍAS



# Plantillas orgánicas: modelo sobre el contenido a publicar

The image shows a screenshot of a Microsoft Excel spreadsheet titled "Documento1.xls". The spreadsheet is organized into a grid with columns and rows. The top row is highlighted in orange. The first column is highlighted in blue. The second column is highlighted in green. The third column is highlighted in blue. The fourth column is highlighted in green. The fifth column is highlighted in blue. The sixth column is highlighted in green. The seventh column is highlighted in blue. The eighth column is highlighted in green. The ninth column is highlighted in blue. The tenth column is highlighted in green. The eleventh column is highlighted in blue. The twelfth column is highlighted in green. The thirteenth column is highlighted in blue. The fourteenth column is highlighted in green. The fifteenth column is highlighted in blue. The sixteenth column is highlighted in green. The seventeenth column is highlighted in blue. The eighteenth column is highlighted in green. The nineteenth column is highlighted in blue. The twentieth column is highlighted in green. The twenty-first column is highlighted in blue. The twenty-second column is highlighted in green. The twenty-third column is highlighted in blue. The twenty-fourth column is highlighted in green. The twenty-fifth column is highlighted in blue. The twenty-sixth column is highlighted in green. The twenty-seventh column is highlighted in blue. The twenty-eighth column is highlighted in green. The twenty-ninth column is highlighted in blue. The thirtieth column is highlighted in green. The thirty-first column is highlighted in blue. The thirty-second column is highlighted in green. The thirty-third column is highlighted in blue. The thirty-fourth column is highlighted in green. The thirty-fifth column is highlighted in blue. The thirty-sixth column is highlighted in green. The thirty-seventh column is highlighted in blue. The thirty-eighth column is highlighted in green. The thirty-ninth column is highlighted in blue. The fortieth column is highlighted in green. The forty-first column is highlighted in blue. The forty-second column is highlighted in green. The forty-third column is highlighted in blue. The forty-fourth column is highlighted in green. The forty-fifth column is highlighted in blue. The forty-sixth column is highlighted in green. The forty-seventh column is highlighted in blue. The forty-eighth column is highlighted in green. The forty-ninth column is highlighted in blue. The fiftieth column is highlighted in green. The fifty-first column is highlighted in blue. The fifty-second column is highlighted in green. The fifty-third column is highlighted in blue. The fifty-fourth column is highlighted in green. The fifty-fifth column is highlighted in blue. The fifty-sixth column is highlighted in green. The fifty-seventh column is highlighted in blue. The fifty-eighth column is highlighted in green. The fifty-ninth column is highlighted in blue. The sixtieth column is highlighted in green. The sixty-first column is highlighted in blue. The sixty-second column is highlighted in green. The sixty-third column is highlighted in blue. The sixty-fourth column is highlighted in green. The sixty-fifth column is highlighted in blue. The sixty-sixth column is highlighted in green. The sixty-seventh column is highlighted in blue. The sixty-eighth column is highlighted in green. The sixty-ninth column is highlighted in blue. The seventieth column is highlighted in green. The seventy-first column is highlighted in blue. The seventy-second column is highlighted in green. The seventy-third column is highlighted in blue. The seventy-fourth column is highlighted in green. The seventy-fifth column is highlighted in blue. The seventy-sixth column is highlighted in green. The seventy-seventh column is highlighted in blue. The seventy-eighth column is highlighted in green. The seventy-ninth column is highlighted in blue. The eightieth column is highlighted in green. The eighty-first column is highlighted in blue. The eighty-second column is highlighted in green. The eighty-third column is highlighted in blue. The eighty-fourth column is highlighted in green. The eighty-fifth column is highlighted in blue. The eighty-sixth column is highlighted in green. The eighty-seventh column is highlighted in blue. The eighty-eighth column is highlighted in green. The eighty-ninth column is highlighted in blue. The ninetieth column is highlighted in green. The ninety-first column is highlighted in blue. The ninety-second column is highlighted in green. The ninety-third column is highlighted in blue. The ninety-fourth column is highlighted in green. The ninety-fifth column is highlighted in blue. The ninety-sixth column is highlighted in green. The ninety-seventh column is highlighted in blue. The ninety-eighth column is highlighted in green. The ninety-ninth column is highlighted in blue. The hundredth column is highlighted in green.

Perfiles policiales:

Evitar solapamiento de funciones entre distintos cuerpos.

Figura del alguacil en ayuntamientos pequeños:  
adaptación a los tiempos modernos



Asesoramiento  
urbanístico

ORVEs,  
Insuficiente implicación  
en casos problemáticos

Comarca  
(especializado/  
Voluntario)

Confianza  
frente a lejanía

