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The Management of the Civil Service: European Models

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Managing the civil service is a political responsibility, which has to be done professionally

- Aimed primarily at realising constitutional values and rights of impartiality, legality, equal access and merit (building a basic institutional element of the state)
- A subservient aim is to achieve managerial values of efficiency, effectiveness and economy (creating a sound HRM system)

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CS Management Institutionalisation

- Does a common management function within the administration consist of issuing and monitoring the implementation of common management standards for the civil service?
- A central capacity is needed

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Three Institutional Models

1. Independent- body based model
2. Ministry taking political responsibility for the civil service
3. Model without any central capacity sufficiently empowered to set common standards

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