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**“ TRANSFORMATION AND INNOVATION IN THE SENIOR
CIVIL SERVICE : CHALLENGES AND OPPORTUNITIES ”**

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**THE RESPECT OF DEMOCRACY AND RULE OF LAW PRINCIPLES IN THE
PUBLIC ADMINISTRATION: POLICY AND PRACTICE**

by

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Ensuring Sustainable Democratic Governance and Human Rights in the Southern Mediterranean

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TRANSFORMATION AND INNOVATION IN THE SENIOR CIVIL SERVICE : CHALLENGES AND OPPORTUNITIES

The role of civil servants in a changing
system of governance: multilevel
governance, the Enabling State and
prerequisite Civil Service Values



The importance of good senior civil servants

In an ideal situation, civil servants are - to use Richard Rose words- the flesh on the bare bones of government: they make government work and when doing so perform a good job.



The importance of good senior civil servants

- To use Bismarck, the famous and sometimes feared 19th century German chancellor: we cannot accomplish a proper government job with good laws and bad civil servants but we can accomplish the job with good civil servants and flawed laws.
- I have to be careful citing Bismarck given he was - though believing in (his) rule of law - rather authoritarian.



The importance of good senior civil servants

- Nowadays we still consider senior civil servants essential for a effective, efficient, responsive public service delivery and performance whilst maintaining the Rule of Law.

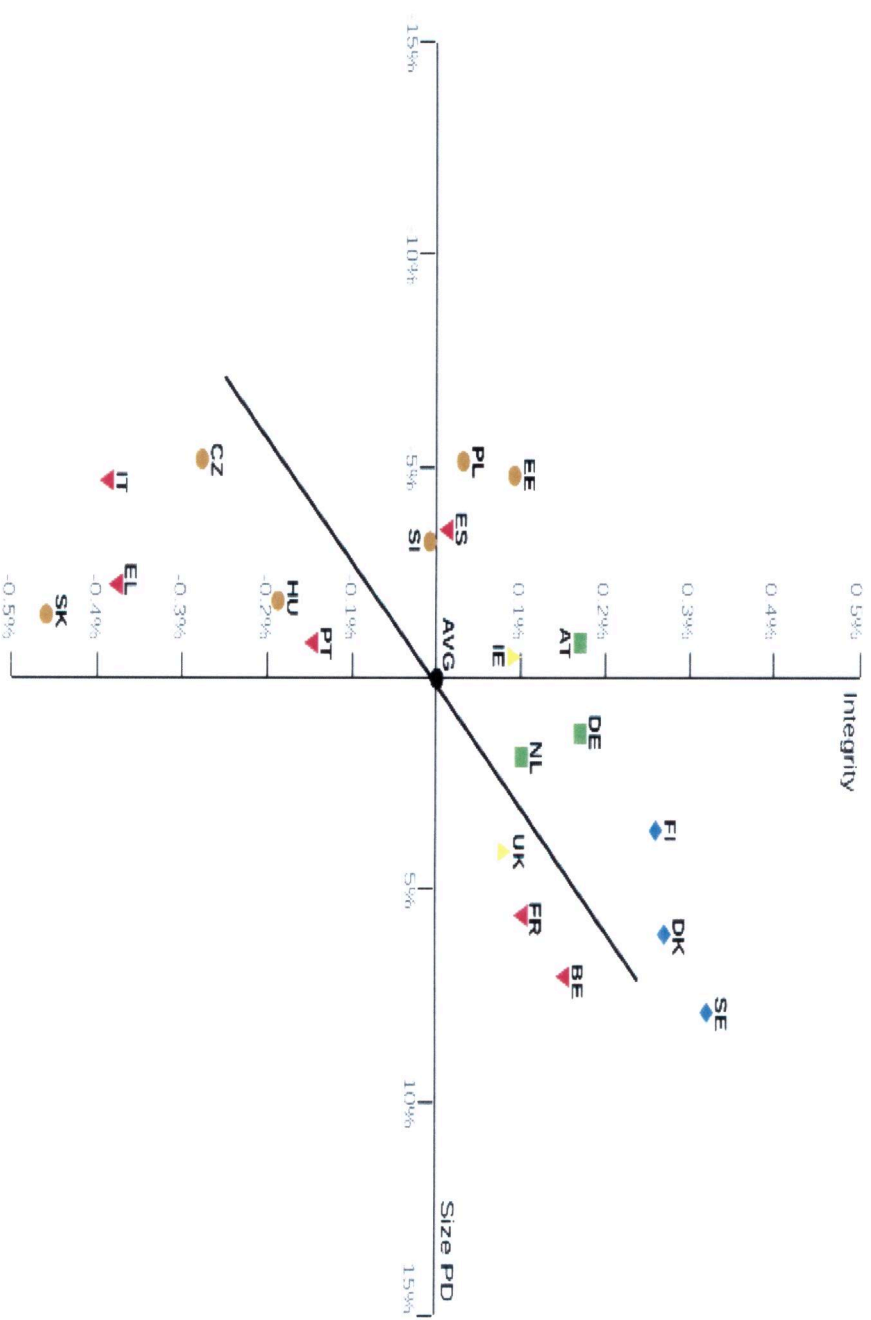


Essential civil service tasks/values are

- Adherence to and maintaining both internally and externally the Rule of law,
- Openness to politics, leadership and society.
- Quality and level of Performance.,
- Robustness of performance.
- The inclination for reform and innovation including digitalization as indicators.

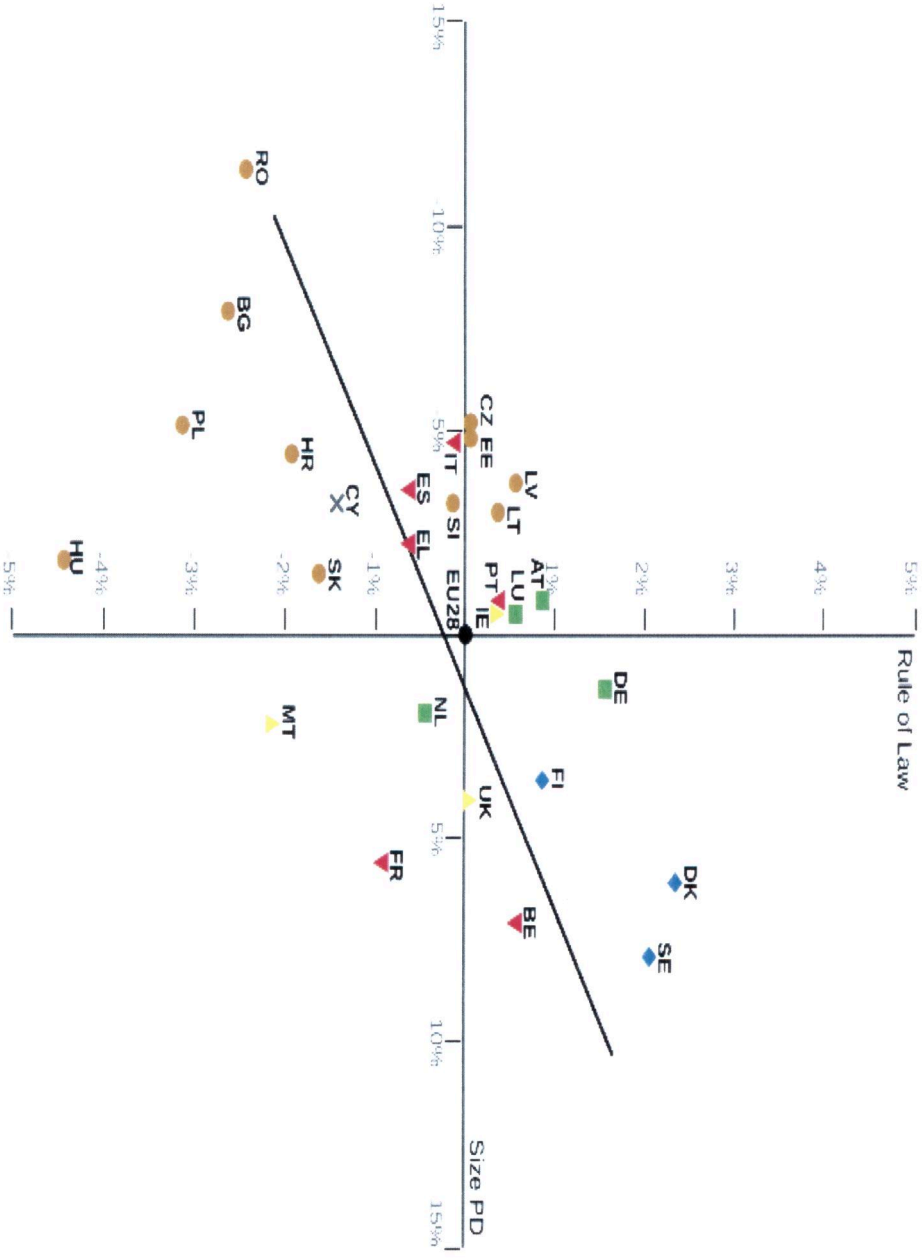
Some graphs regarding relations core values and performance;

Personnel Size Public Domain and Level of Integrity in EU 28 compared to EU Average

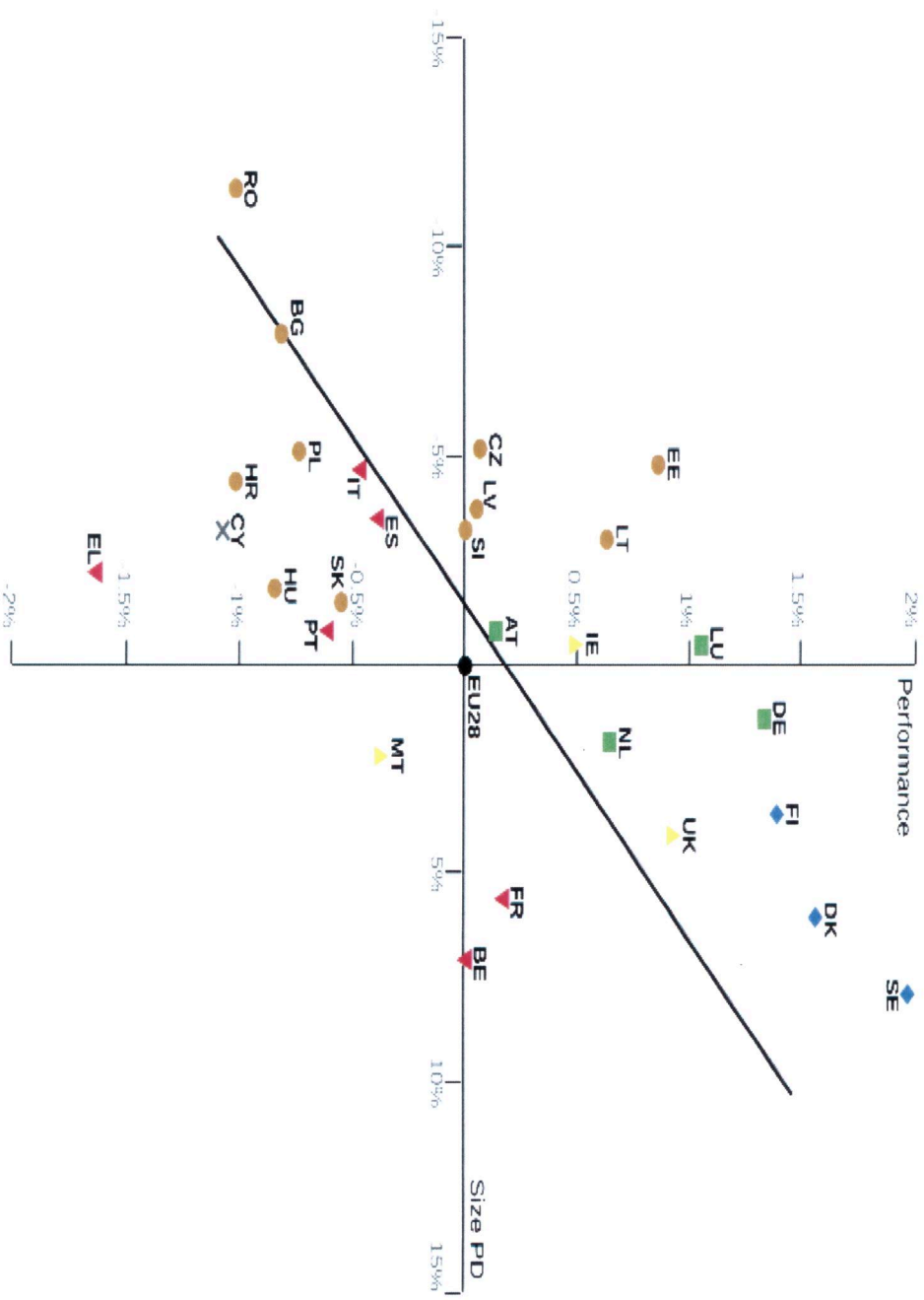


Personnel Size Public Domain and Rule of Law in EU 28

compared to EU Average



Personnel Size Public Domain and Performance in EU 28 compared to EU average





Changing demands on government and the civil service

- These values (in their operations and functioning) have to be made again and again substantial over time given also changing conditions of public governance.
- Societal, political and administrative conditions have changed and as a consequence the demands on public governance and the civil service have intensified given national and international political, societal and economic developments.



What are these fundamental challenges to PA and civil servants context to name a few

- Without being complete: issues as globalization, European integration, migration, (inter)national security concerns, sustainability issues, recent financial-economic crises, individualization, and on average higher educated citizenry, a higher average life expectancy and ageing, new information and communication technologies, new management approaches are important developments.

Effects on the role and position of government and civil

service: the rise of Multilevel governance and the enabling state

- That growing importance has led to changes in the role and position of government and the civil service in society and thus increased demands on and difficulties of the job.
- Two are of the utmost importance: the rise of:
 - A system of multilevel governance (MLG) and
 - The enabling role of government/the state within that MLG system: the enabling state.

These fundamental changes have led to the rise of multilevel governance and an enabling state 1


- The development of (or better a reinforcement) of a multi-level governance system involves: governance across different levels of scale by public and private actors.
- Governments, citizens (individual and in groups), not for profit organizations are all involved in taking care of the public interest from the very local to the national levels;
- By working and co-operating together.

These fundamental changes have led to the rise of multilevel governance and an enabling state 2

Within MLG, governments and civil servants are taking increasingly an enabling role:

This relates to creating and supplying the necessary *good* (governance) conditions for the self governance of the (market) economy and civil society.

I will name briefly some of these tasks in my explanation orally.



Connected to MLG and the Enabling State: (de)centralization, citizens, civil society and private sector involvement

- In order to encourage a good functioning of MLG and the Enabling State, (central) government tasks are being transferred to the local/societal level within the system of government by processes of decentralization.
- Tasks and responsibilities are the again shifted and handed to civil society and citizens etc.
- And in cases to private profit or non profit organizations and regarding the private organizations through privatization and contracting out.



Consequences of MLG and

Enabling State for civil servants

- The optimal facilitating the MLG system and doing the primary job in the Enabling state depends as argued on civil servants:
- These officials should include a high degree of understanding of
- The intergovernmental, rule of law, social, network, political-administrative, public values and strategic policy and implementation and ethical dimensions of governance.



Consequences of the development towards MLG and Enabling State for civil servants

This would increase the need for an increased level of bureaucratic professionalism and autonomy within the political-administrative system as I will further discuss tomorrow.

What do we need in preferred civil servant attitudes

1. A proactive civil service attitude: importance of initiative, leadership, public managers and entrepreneurship.
2. A role of the official as self-conscious, professional and selfless servant serving both politics and society.
4. The need for relevant knowledge, skills and a public service attitude
5. This calls for a new official, who strong degree of legal protection.
6. All this should be done within the context of and respect for the Rule of Law again from a considerate and empathetic attitude.

Conclusion: how to reach these requirements

- These high and lofty demands to be met by senior civil servants demand a new emphasis on
- Both pre and post entry training and
- Professionalizing and objectifying the recruitment, selection and promotion of officials given the needed qualifications, mind-set and attitude.
- Making and applying adequate legal provisions for inducing the right and desired behaviour; not that these laws on their own are sufficient to elicit desirable behaviour but it can bolster/support it and perhaps
- To improve a civil service attitude (in terms of behaviour, functioning and performance towards society, politics and the Rule of Law) by setting yourself a good example: nothing is so contagious.



Rounding-up

Some conclusions but also some queries