

Is there space for Senior Civil Servants hybrid management models across political-administrative systems?

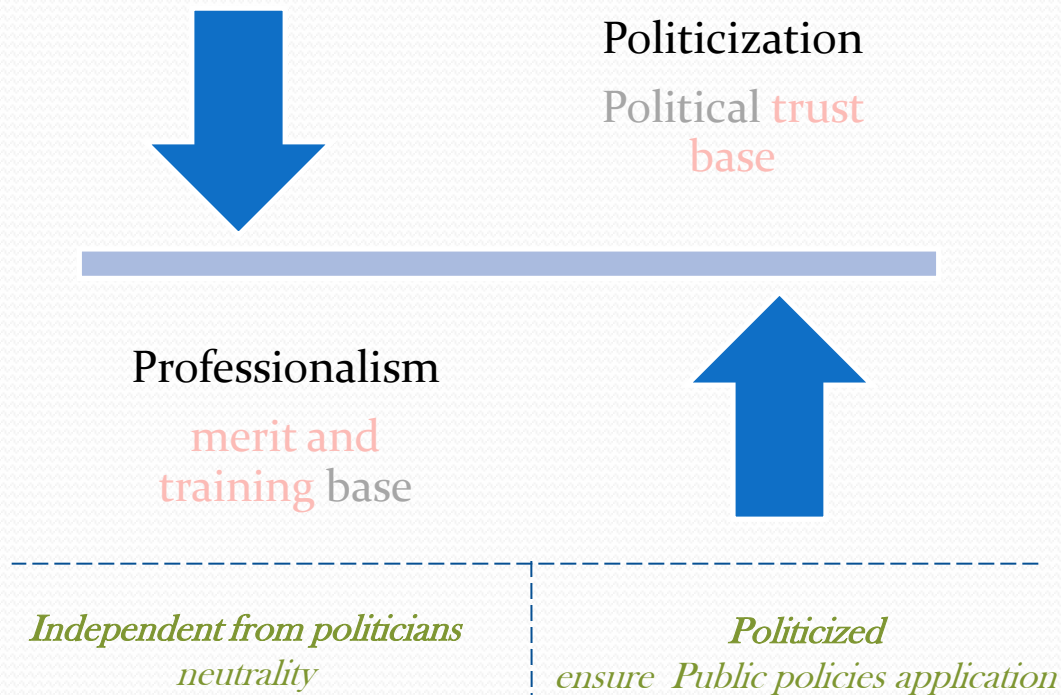
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What is an hybrid management model ? (senior civil servants)

Is a political-administrative configuration that combines the following selection criterion of top public managers:



Is this a new issue?

XIX century

• What kind of political-administrative system?

- A politicized system, based on political trust
- A professional system, based on neutrality and independence of administration

XXI century

Critical issue of contemporary democracies

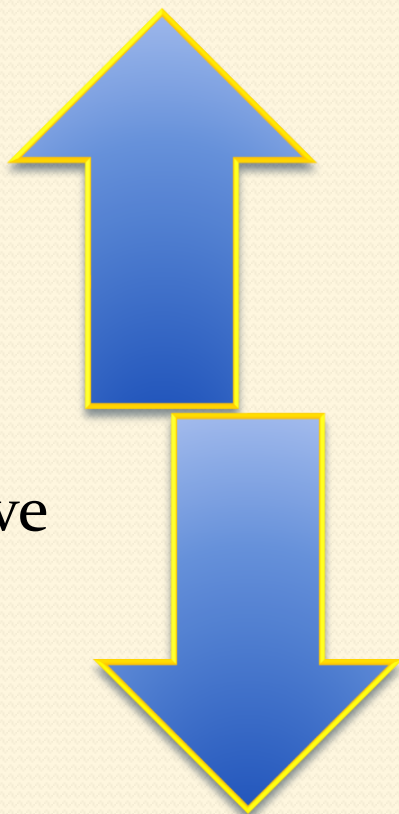
- what kind of interaction between political actors and administrative actors ?

(Peters, 1987)

Theory

There is a clear separation between political functions and administrative ones

Political
actors



Administrative
actors

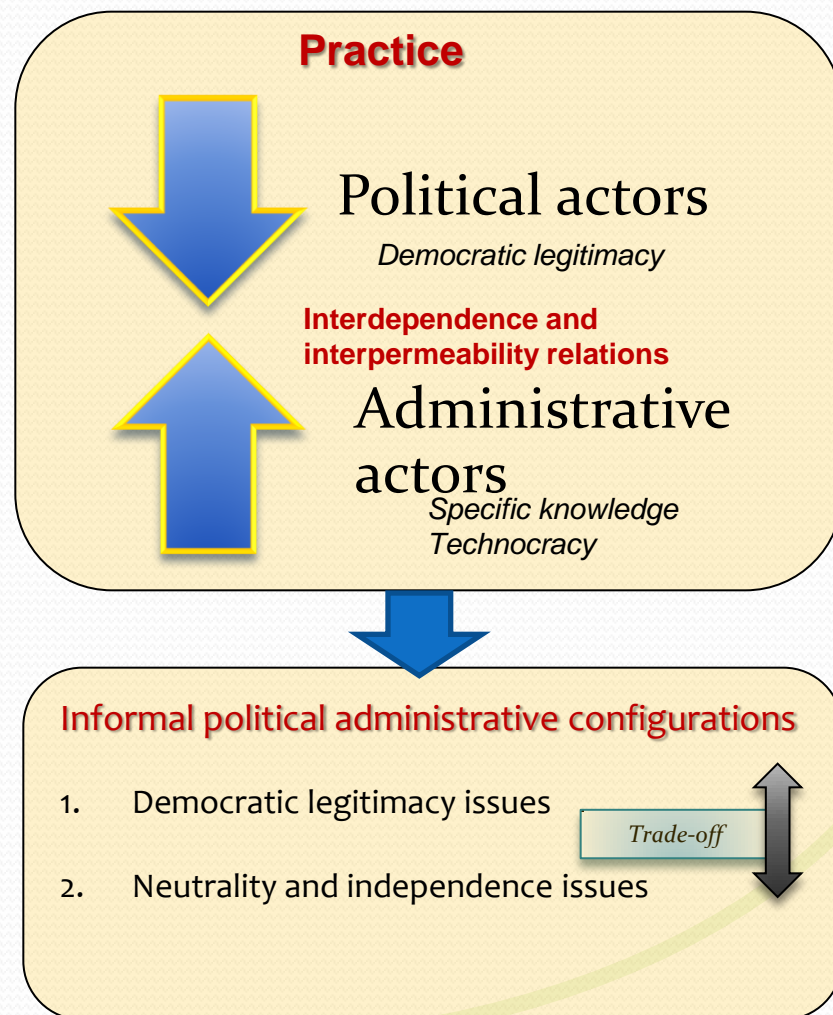
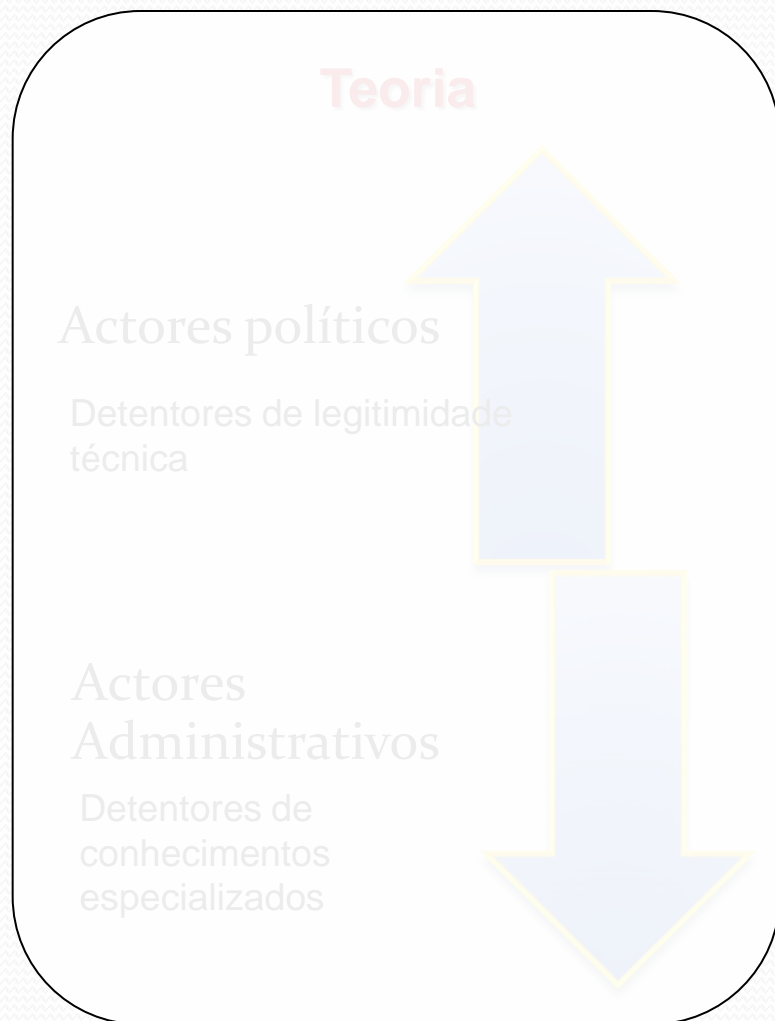
Prática

Actores
políticos

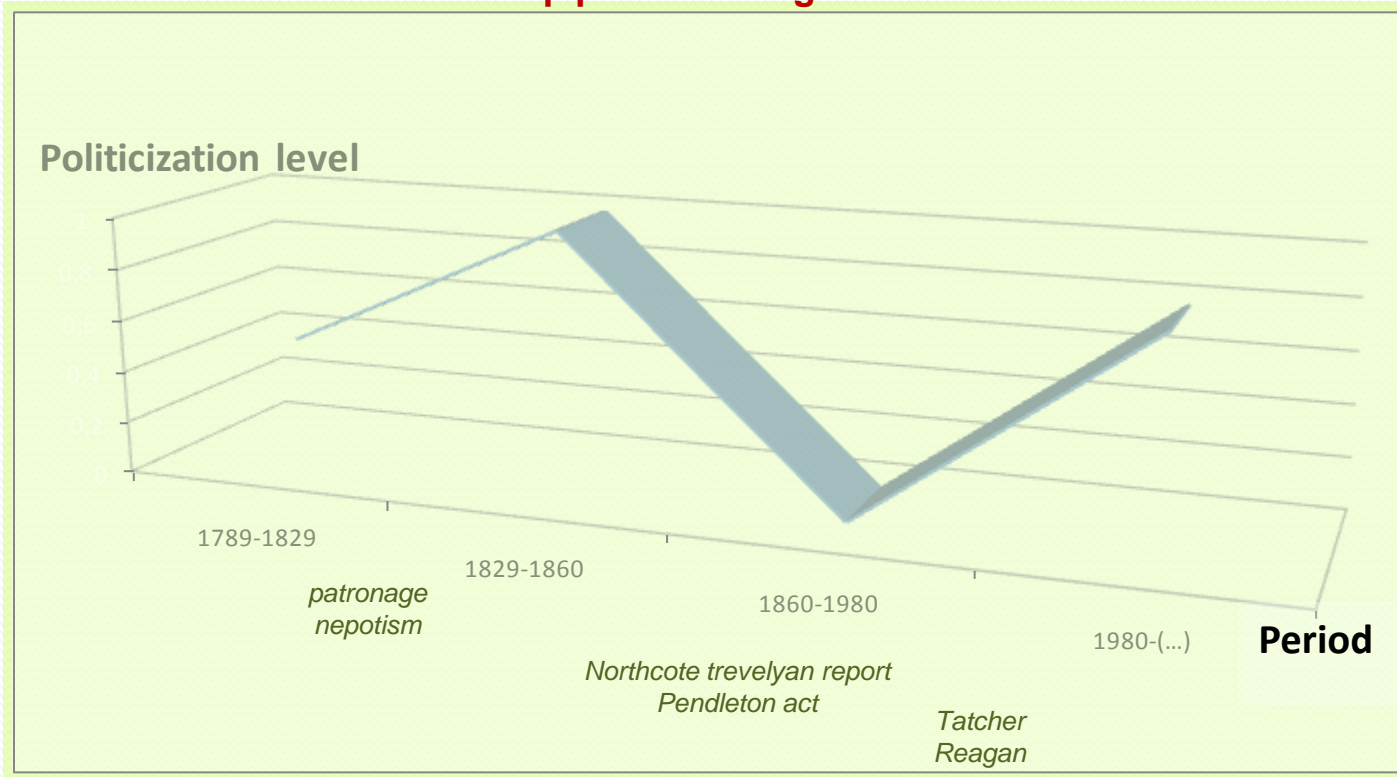
Relações de interdependência
e interpermeabilidade

Actores
Administrativos

(Aberbach, Putman Rockman, 1981 ;Diamant, 1989 apud Herzfeld, 1992; Wilson, 1887; Carmo, 1987; Mulgan 2007; Peters, 1996; Stillman, 1997; Rosenbloom, 1998; Mozzicafreddo, 2001; Rocha, 2001; Chevallier, 2002 e 2005; Madureira e Rodrigues, 2006; Pitschas, 2006)



Politicization level on the top public managers selection



- Cyclic evolution of the top public managers selection models
 - The perturbations that cause the dysfunction of the existing model leads to a new model in which the affirmed values tend to minimize that perturbations

How are today's' political administrative systems configured?

- **What kind of political administrative system should we adopt?**
 - A more professionalized?
 - A more politicized?
- **What are the advantages of each system?**
- **What kind of selection models should we adopt in order to enhance:**
 - The transparency
 - The democratic legitimacy
 - The public management



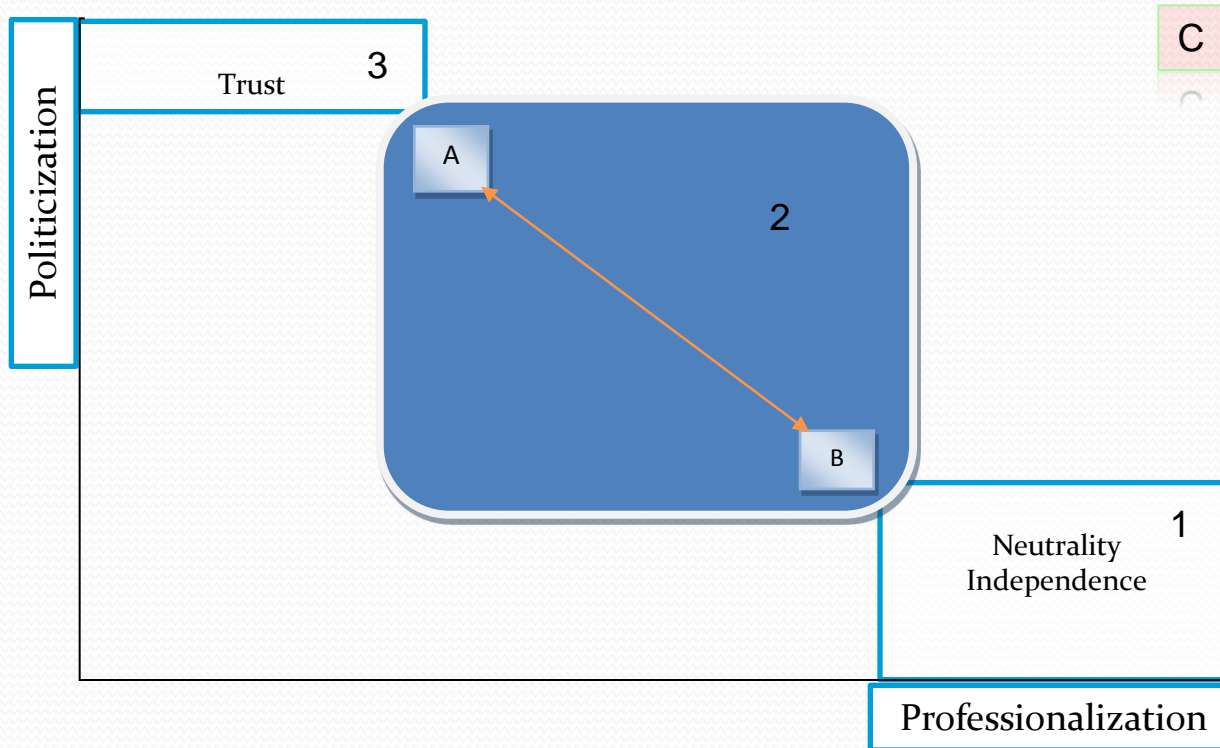
The senior civil servants selection evolution in the context of the state and administrative models

Interaction models between political and administrative actors

Models	Predominant values	Graphic representation
Peters Formal model; State administration model Aberbach, Putman e Rockman Image 1, 2	Neutrality/ Independence	1
Aberbach, Putman e Rockman Image 4	Hybrid values of trust, neutrality and independence	2
Peters Village life / functional village life Aberbach, Putman e Rockman Image 3	Trust	3

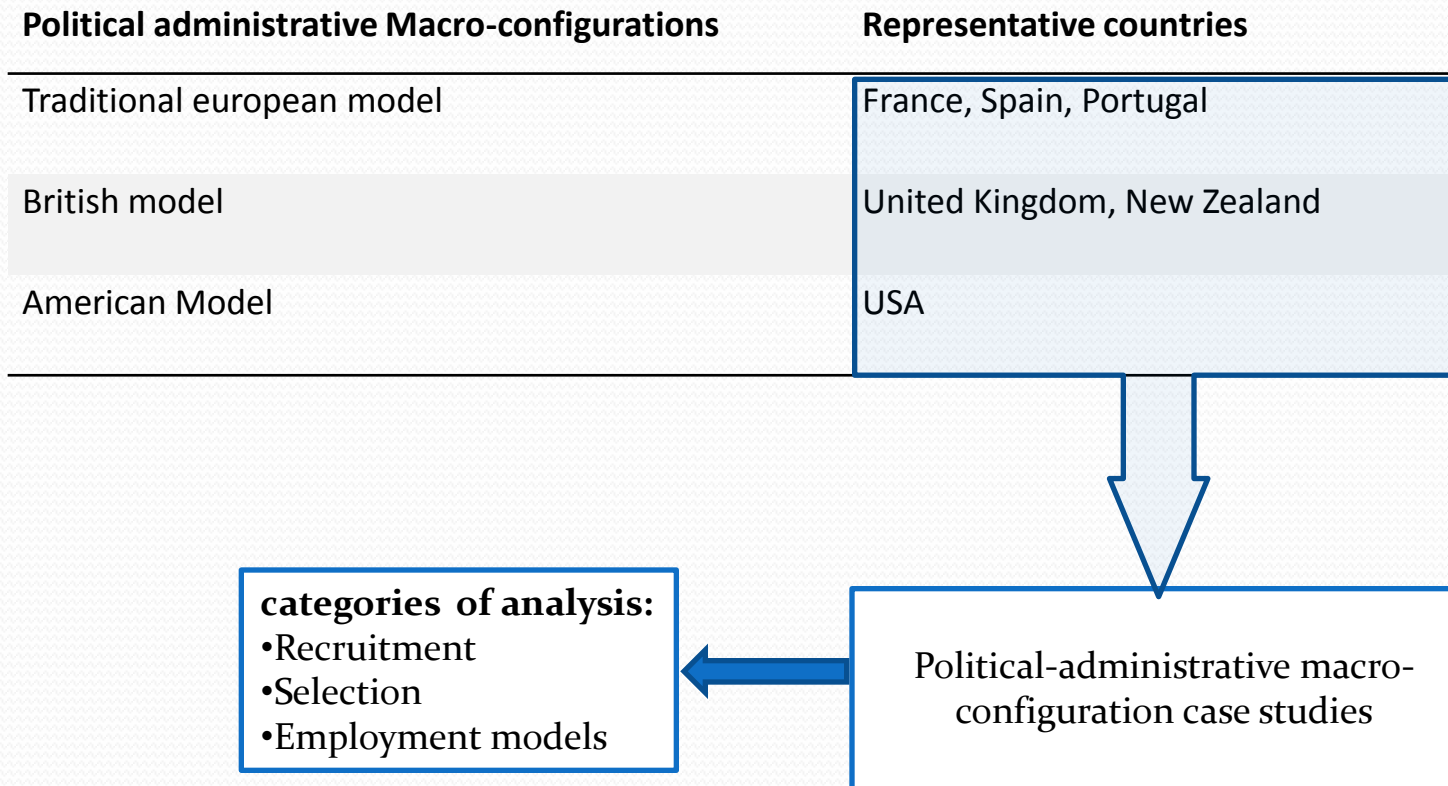
Adaptado de Peters, 1987

The senior civil servants selection evolution in the context of the state and administrative models



In practice: How senior civil servants are selected?
More politicized or professionalized systems?

Political administrative macro-configuration



MACRO-MODEL CHARACTERISTICS

Typologies of		European traditional model	British model	American model
Recruitment	Closed recruitment	X		
	Open recruitment		X	X
Selection	Political model	X		
	Professional model / Meritocratic			
	Hybrid model		X	X
Public employment regime on senior civil servant functions	Career system			
	Career system based on a post/position		X	X
	Post/position system (service commission)	X		

some more details...

Political-administrative systems

French and Portuguese model

- Great power to select or dismiss appointed senior civil servants
→ “at the pleasure of government” (Shepherd, 2007)
- Criterion:
 - political or personnel confidence or trust (party allegiance)
 - government program is implemented whatever its merit (Mulgan, 2007)
- 46% of the French senior civil servants had, within their nuclear family, someone who was also a Senior Civil Servant (Bellier, 2005)

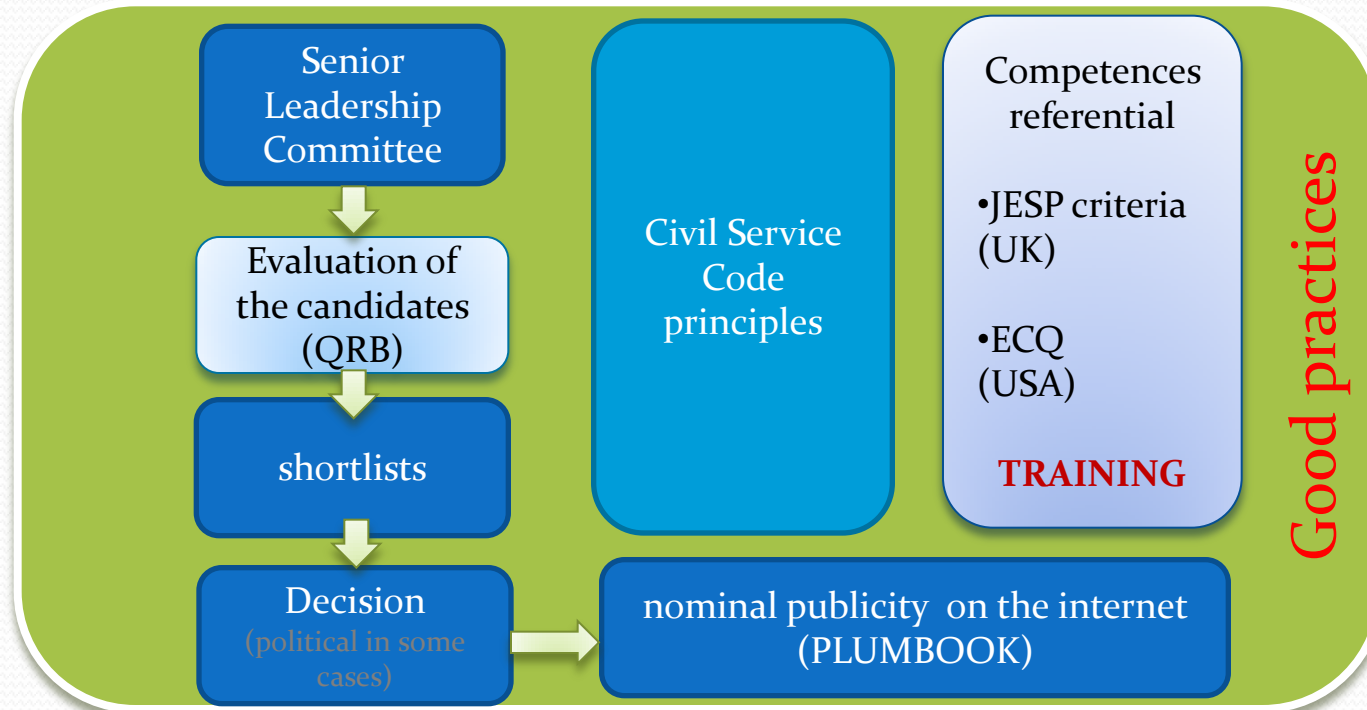
Very closed relations between politicians and the civil servants

Favours a patronage/nepotism based system

Hybrid systems

United Kingdom / United States of America

- Relative clear border between administration and politicians (Shepherd, 2007: 20-23)



- USA:
 - 66% of the posts are occupied by members of the SES
 - 34% selected considering political factors
 - from those 22% are already members of the SES

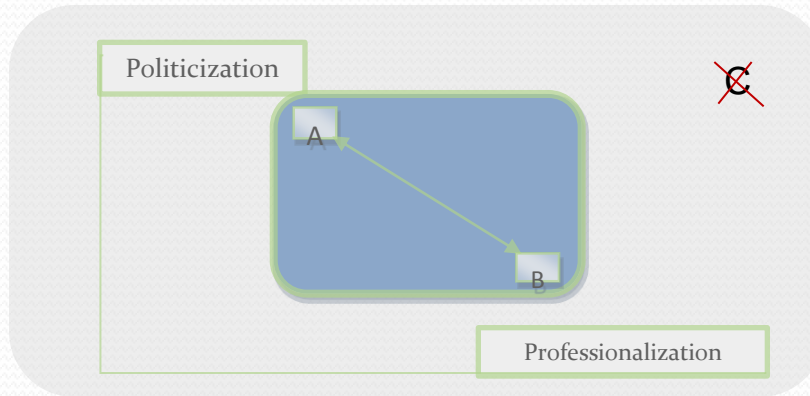
Is there space for hybrid management models?

Conclusion

- The senior civil servants are a fundamental element on the formulation and application of public policies
- +/- independence and neutrality → -/+ political trust
- Politicization is a double side phenomenon
- Trust should not be considered only has a political meaning
→ It is also an obligation from senior civil servants to the State, more than to the political power or party

The institutionalization of Senior Civil servants functions could increase democracy legitimacy and top PA positions professionalization

Conclusion



+politicization; trust



+Professionalization; independence; neutrality

	Type of institution	Government powers	Selection of the President of the institution
Indirect Adm.	Agency	Superintendence Direction power	Government nominated
Independent Adm.	Regulatory organization / commission <i>(career regulation)</i>	Proporcional to parliament representation	Parliament nominated
Autonomous Adm.	Profissional association	Only legality tutelage Strategic orientations (not vinculative)	Elected by other senior civil servants in the career

Thank You
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