



# Politicians, Administrators and the Culture of Transformation

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Ulaanbaatar, Mongolia

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# Ethics



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If it's good for government,  
And it's good for citizens,  
If it's legal and ethical,  
Then do it.

*Kenneth Kernaghan*

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## Public Service Ethics Goals

- Public servants are focused on ensuring the public service acts in ways that are
  - Non-partisan
  - Competent
  - Professional
  - Ethical
- This is fundamental to maintain the trust of stakeholders.

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## Creating a Merit-based Public Service

- Values and beliefs: people need to believe that the merit principle is worthwhile creating. Hence, they need to know what it is and why it is important. Success in this step will be linked to how organizational leaders as well as political leaders become champions for the change.
- Rules and procedures that are codified: the CSC will need to embed the merit principles in the rules and specify how things are done.

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- Behaviours: this area will tackle what needs to change. A major focus here will be on training and communication. The implementers must be very realistic about the obstacles that they will be facing. In Mongolia two major challenges will be present:
    - Moving from a system of promotion based on seniority to the merit based one;
    - Political influence and non-partisanship.
  - The CSC will want people to truly believe that change in these two areas will be important, and they will want to have them understand what that means in practice.

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# Accountability

## Political Accountability

- It is typical of those who have been elected.
- It is characterized by the need of maintaining political promises.
- It is a strategic accountability that is connected to the ideation of public policies.

## Administrative Accountability

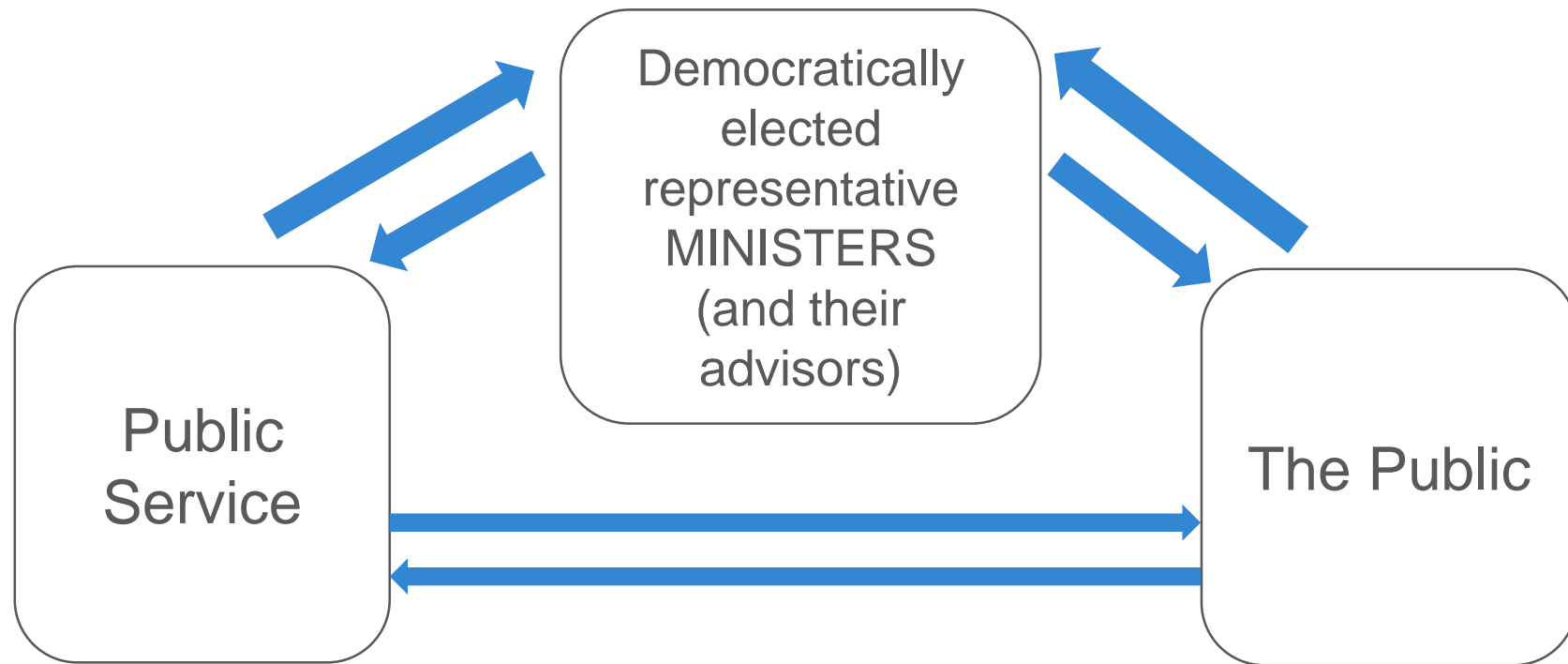
- It is typical of the public servant.
- It is characterized by ensuring that the rules of efficiency and efficacy are respected.
- It focuses on the implementation of public policies.

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# The Political Bureaucratic Divide

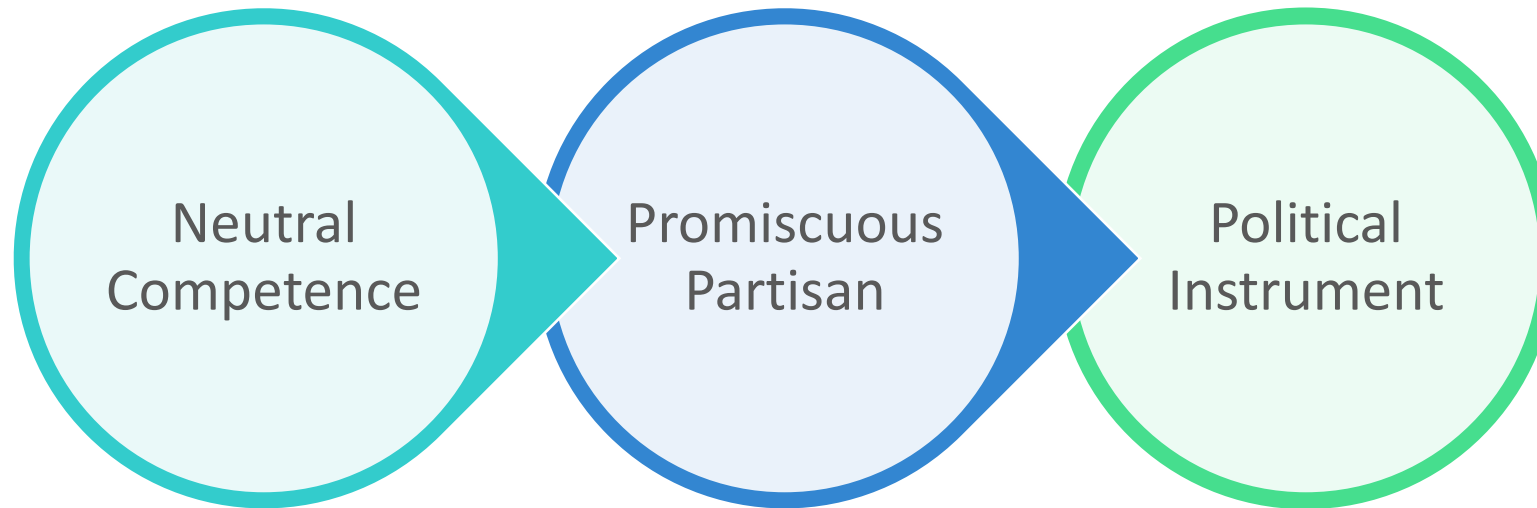






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## Public Value theory – Role of public servants



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## Central Government Roles

Role	Minister	Deputy Minister
<i>Policy</i>	Maker	Advisor
<i>Oversight</i>	Reviewer	Enforcer
<i>Political Administrative Interface</i>	Delegator	Coordinator

	Degree or distance and differentiation between elected officials and public servants		
		<b>Very High</b>	<b>Very Low</b>
Level of control of administrators by elected politicians	<b>Very High</b>	Isolated Administrators	Manipulated Administrators
		Separate Roles	Responsive Administrators
	<b>Very Low</b>	Autonomous Administrators	Overlapping Roles
		Bureaucratic Regime	Politicized Administrators

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## Key points of the models

- **Separate Roles:** fundamental in shaping the theory of political-administrative relations but, by and large, normative and ideal
- **Autonomous Administrators:** how do we reconcile administrative autonomy with democratic control?
- **Responsive Administrators:** how is administrative responsiveness reconciled with administrative competence?
- **Overlapping Roles:** theoretically it can reconcile the two questions above but presents ambiguous reports of authority and a separation of unclear spheres of action.



**Thank you!**

