

Public administration, the implementation of government policies.

Today public administration is often regarded as including also some responsibility for determining the policies and programs of governments. Specifically, it is the planning, organising, directing, coordinating, and controlling of government operations.

Public administration is a feature of all nations, whatever their system of government. Within nations public administration is practised at the central, intermediate, and local levels. Indeed, the relationships between different levels of government within a single nation constitute a growing problem of public administration.

In most of the world the establishment of highly trained administrative, executive, or directive classes has made public administration a distinct profession. The body of public administrators is usually called the civil service. In the United States and a few other countries, the elitist class connotation traditionally attached to the civil service has been either consciously abandoned or avoided, with the result that professional recognition has come slowly and only partially.

Traditionally the civil service is contrasted with other bodies serving the state full time, such as the military, the judiciary, and the police. Specialised services, sometimes referred to as scientific or professional civil services, provide technical rather than general administrative support. Traditionally, in most countries, a distinction is also made between the home civil service and those persons engaged abroad on diplomatic duties. A civil servant, therefore, is one of a body of persons who are directly employed in the administration of the internal affairs of the state and whose role and status are not political, ministerial, military, or constabulary.

In most countries the civil service does not include local government or public corporations, such as, in the United Kingdom, the National Coal Board. In some countries, however—particularly those unitary states in which provincial administration is part of the central government—some provincial staffs are civil servants. In the United States, all levels of government have their own civil services, federal, state, and local, and a civil service is specifically that part of governmental service entered by examination and offering permanent tenure.

Certain characteristics are common to all civil services. Senior civil servants are regarded as the professional advisers to those who formulate state policy. In some countries entry requirements for a career in the higher civil service stress qualifications in technical fields such as accounting, economics, medicine, and engineering. In other countries legal training is deemed appropriate, and in others no specific technical or academic discipline is required among candidates for senior posts. Whatever their precise qualifications, senior civil servants are professional in the sense that their experience of public affairs is thought to provide them with the knowledge of the limits within which state policy can be made effective and of the probable administrative results of different courses of action. Civil servants in every country are expected to advise, warn, and assist those responsible for state policy and, when this has been decided, to provide the organisation for implementing it. The responsibility for policy decisions lies with the political members of the executive (those members who have been elected or appointed to give political direction to government and, customarily, career civil servants). By custom, civil servants are protected from public blame or censure for their advice. The acts of their administration may, however, be subject to special judicial controls from which no member of the executive can defend them.

Civil services are organised upon standard hierarchical lines, in which a command structure rises pyramid-fashion from the lowest offices to the highest. This command implies obedience to the lawful orders of a superior, and in order to maintain this system the hierarchy of offices is marked by fixed positions, with well-defined duties, specific powers, and salaries and privileges objectively assessed. In some countries there may be direct appointment to higher office of persons not previously employed by the service, but even then a recognised system of internal promotion emphasises the nature of the hierarchical pyramid.

Match the definitions with the terms:

1 civil servants	A planning, organising, directing, controlling government operation
2 senior civil servants	B advising, warning, assisting people responsible for state policy
3 the executive	C fixed position with defined duties, specific powers
4 people responsible for policy decisions	D scientific or professional services providing technical support
5 a pyramid fashion of command	E the body of civil administrators
6 the hierarchy of office	F it realises government policies
7 determining the policies of government	G members who have been elected or appointed to give political direction to the government
8 levels of administration	H professional advisers to people who formulate state policy
9 public administration	I organisation from the lowest to highest offices
10 the civil service	J the political members of the executive
11 civil servants' functions	K persons who are directly employed in the administration of home affairs
12 specialist services	L central, intermediate, local tiers

Complete the sentences with the given terms:

implementation, constabulary, tenure, censure, obedience, appointed, effective, specific, hierarchical, affairs, co-ordination, judicial, intermediate, diplomatic

- Public administration is divided into central, _____ local levels.
- Public administration is responsible for directing, controlling and ...
of government activities.
- A command structure is organised in _____ order.
- Civil servants provide organisation for _____ of state policy.
- The acts of administration may be subject to _____ controls.
- Lower offices must show _____ to lawful orders of superior ones.
- Status of civil servants is not political, military or
- In the U.S.A. civil service offers permanent
- Senior civil servants have experience of public and knowledge.
- There is a distinction between the home civil service and those engaged on
duties.
- In some countries legal training is required to be _____ to senior posts.
- Civil servants are protected from _____ for their advice.
- All offices are fixed, their duties and _____ powers are defined.
- Senior civil servants know the limits within which state policy can be made

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