

Some history of the Public Administration in the UK

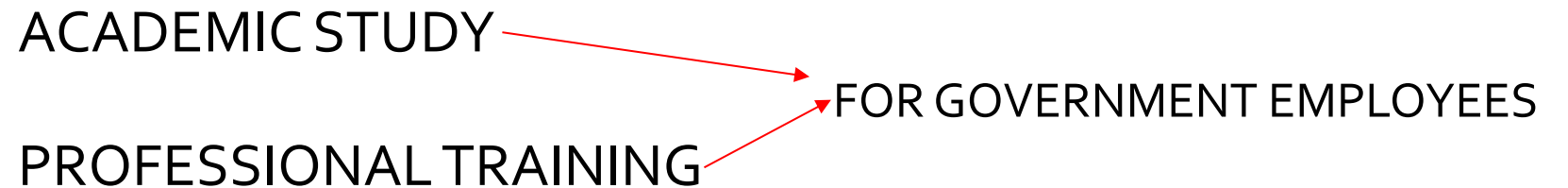
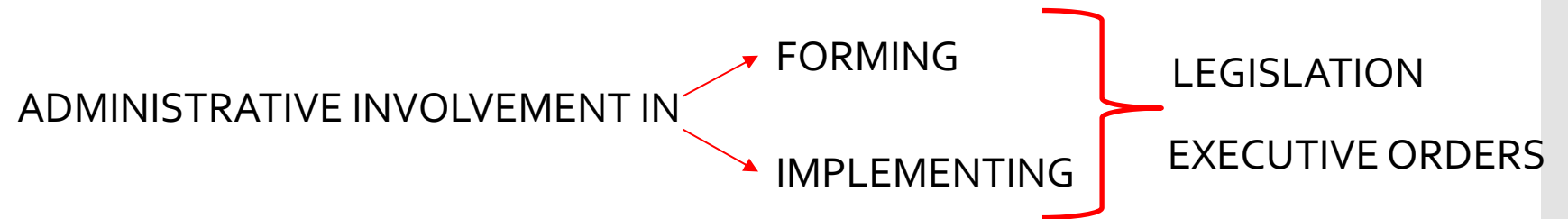
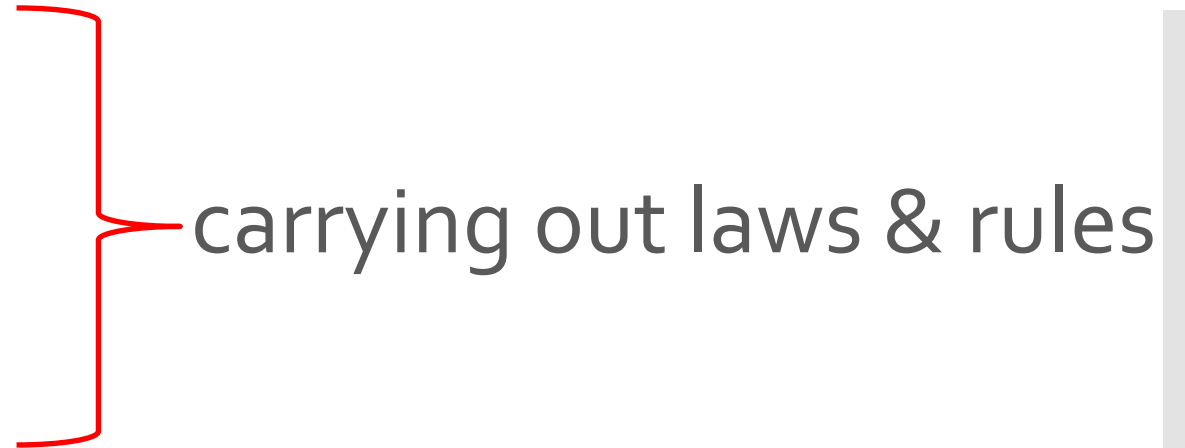
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Public
Administration



What is public administration?

- processes
- organizations
- individuals

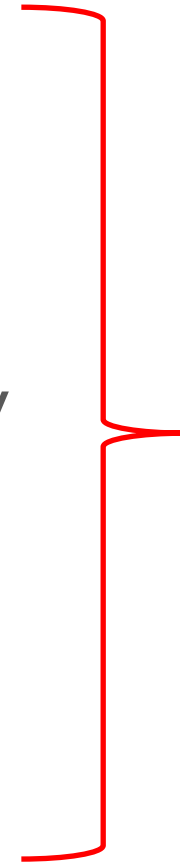




What is public administration?

STAKEHOLDERS

- Administrators
- Judges
- Political-party officials
- Lobbyists seeking policy and actions
- Private contractors & media personnel
- citizens



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What is public administration?

civic, electoral and social concerns

○ PUBLIC ADMINISTRATION

○ PUBLIC MANAGEMENT

IMPLEMENTING
POLICIES AND
PROGRAMS

Internal operations of public agencies

- Planning information systems
- Budgeting Personnel Management
- Performance evaluation
- Productivity improvement



What is public administration?

PUBLIC ADMINISTRATION MANAGER



REVERSE PYRAMID

What is public administration?

- “a field of inquiry with a diverse scope”, of which the “fundamental goal ... is to advance management and policies so that government can function”;
- “the management of public programs”;
- “the translation of politics into the reality that citizens see every day”;
- “the study of government decision making, the analysis of the policies themselves, the various inputs that have produced them, and the inputs necessary to produce alternative policies”;
- “centrally concerned with the organization of government policies and programmes as well as the behaviour of officials (usually non-elected) formally responsible for their conduct”.

Characteristics of public administration

- “multidisciplinary in character; one of the various proposals for public administration’s sub-fields sets out five pillars, including human resources, organizational theory, policy analysis and statistics, budgeting, and ethics”;
- “a field of study (i.e. a discipline) and an occupation. ... a subfield of political science or a subfield of administrative science”.

1.1 The origins of public administration (1)

The early origins of public administration can be traced back to ancient times. In fact, during the **Egyptian** and **Greek** periods public affairs were organised by office, and the main office holders were responsible for administering justice, keeping law and order, and distributing wealth. During the **Roman Empire** a more sophisticated organisation was established. There were now distinct administrative hierarchies for foreign, internal and military affairs, justice, finance and taxation, and each one had its own head. This elaborate administrative structure, later to be copied by the **Roman Catholic Church**, was adopted throughout the whole Empire. It consisted of a hierarchy of officials who had to report back to superior officers who in turn had to report back to the Emperor.

The origins of public administration (2)

After the fall of the Roman Empire in the 5th century, this structure disappeared in Western Europe. However, many countries of the **Byzantine Empire** in the East continued to follow the system. During the early **Medieval** period the **royal households** became the main administrative bodies and these were of a more organised nature. This was a great step forward because until the end of the 12th century royal household official duties were usually ill-defined. There were only a few which were better-defined positions and these included those of **butler** (responsible for the provision of wine), **steward** (responsible for banquet arrangements), **Chamberlain** (concerned with receiving and paying out money), and **Chancellor** (usually a priest with responsibilities for writing and applying the monarch's seal).

The origins of public administration (3)

During the 13th century this situation gradually changed and the purely domestic functions of the royal households were separated from those connected to the governing of the state. Most of the old household positions disappeared or declined in importance.

The office which had always dealt with matters of state, that of Chancellor, survived and it was the principal link between the old court offices and modern ministries. The Chamberlain's office in the royal household also gave way to the development of the modern Treasury or Finance Ministry.

During the middle of the 13th century three main bodies started to emerge for dealing with affairs of state. These were the **High Court**, the **Exchequer**, and the collegial **Royal Councils**. However, this development took place later in England and France and it was not until the early 14th century that such bodies began to appear.

Answer the following questions

1. How did the Greeks and the Egyptians organise their affairs?
2. What did the Romans do?
3. What did the Roman Catholic Church do?
4. When did the Roman administrative structure disappear?
5. Did the practices continue? Where?
6. What did early European administrative structures develop from?
7. What were the official duties within the royal households like until the end of the 12th century?
8. What positions were better-defined?
9. What happened in the 13th century?

Answer the following questions

1. How did the Greeks and the Egyptians organise their affairs?

Their public affairs were organised by office, and the main office holders were responsible for administering justice, keeping law and order, and distributing wealth.

2. What did the Romans do?

There were now distinct administrative hierarchies for foreign, internal and military affairs, justice, finance and taxation, and each one had its own head.

3. What did the Roman Catholic Church do?

They adopted the articulated system of the Roman Empire.

4. When did the Roman administrative structure disappear?

In the Medieval period.

Answer the following questions

5. Did the practices continue? Where?

They continued to be used in many countries of the Byzantine Empire in the East.

6. What did early European administrative structures develop from?

They developed from the the royal households.

7. What were the official duties within the royal households like until the end of the 12th century?

Until the end of the 12th century royal household official duties were usually ill-defined.

8. What positions were better-defined?

Those of butler, steward, Chamberlain and Chancellor were the better-defined positions.

9. What happened in the 13th century?

The purely domestic functions of the royal households were gradually separated from those connected to the governing of the state.

1.2 The origins of modern ministerial structures (1)

Except for the Justice department and the Treasury, all the other modern ministerial structures in Europe developed from the **Royal Councils**. These were powerful bodies of nobles nominated by the monarch. There was a **division of labour** inside the Royal Councils and the position of **secretary** emerged for the first time. At the beginning, the secretaries were regarded as having low status within the Councils but slowly they began to develop into the first professional **civil servants** in a modern sense. The secretaries worked closely with the monarch and so they gained more insight into what the monarch wanted to carry out. They were also a permanent body and this gave them greater experience in matters of state than could be found amongst the nobles.

1.2 The origins of modern ministerial structures (2)

The latter did not usually have a permanent position on the Council and could change depending on the political climate of the day. The secretaries also had clerks to help them with their duties which was the first step towards the development of the hierarchical structure to be found in public administration today. During the 15th and 16th centuries the secretaries' position grew steadily in importance and they were viewed as full members of the Councils in their own right.

Secretaries were normally allocated to geographical regions and in England there was a secretary for North and a secretary for South. This distinction continued until 1782 when the offices of **Home** and **Foreign Secretary** were established.

Scanning: Look for the following information in the texts.

Characteristics of public administration	
The Egyptians and the Greeks	public affairs organised by office
The Romans	
The Medieval period	
The 13th century	
The 15th and 16th century	
1782	

Scanning: Look for the following information in the texts.

Characteristics of public administration	
The Egyptians and the Greeks	<i>public affairs organised by office</i>
The Romans	<i>distinct administrative hierarchies for foreign, internal and military affairs, justice, finance and taxation, each one with its own head</i>
The Medieval period	<i>the royal households became the main administrative bodies: the butler, the steward, the Chamberlain, the Chancellor</i>
The 13th century	<i>the High Court, the Exchequer, and the collegial Royal Councils</i>
The 15th and 16th century	<i>the Royal Councils and the secretary</i>
1782	<i>the offices of Home and Foreign Secretary were established</i>

Answer the following questions about text 1.2.

1. How did modern ministerial structures develop?

2. What were Royal Councils?

3. Who became the first professional civil servants and why were they important?

4. Were the secretaries a temporary or permanent body?

5. Who were secretaries assisted by?

6. What were secretaries allocated to?

Answer the following questions about text 1.2.

1. How did modern ministerial structures develop?

In Europe, except for the Justice department and the Treasury, they all developed from the Royal Councils.

2. What were Royal Councils?

They were powerful bodies of nobles nominated by the monarch.

3. Who became the first professional civil servants and why were they important?

The secretaries developed into the first professional civil servants in a modern sense. They were important because they worked closely with the monarch, and so they had more insight into what the monarch wanted.

4. Were the secretaries a temporary or permanent body?

They were a permanent body.

5. Who were secretaries assisted by?

They had clerks to help them with their duties.

6. What were secretaries allocated to?

They were normally allocated to geographical regions.

Find synonyms for the following words.

affairs	
allocate	
apply	
bodies	
develop	
emerge	
insight	
matters	

Find synonyms for the following words.

affairs	business, matters, interests, transactions
allocate	distribute, parcel out
apply	process, put into practice
bodies	organizations, groups, parties, entities
develop	grow, evolve, originate, emerge
emerge	appear, result, come forth, break out
insight	awareness, understanding, discrimination
matters	affair, business, problem, occurrence

Translate the following words into Italian.

butler	
Chamberlain	
Chancellor	
civil servant	
division of labour	
Exchequer	
household	
steward	
Royal Council	

Translate the following words into Italian.

butler	maggiordomo
Chamberlain	Ciambellano
Chancellor	Cancelliere
civil servant	impiegato statale
division of labour	ripartizione del lavoro
Exchequer	Tesoro, Ministero delle Finanze
household	della casa/famiglia, domestic (agg.)
steward	assistente, maggiordomo, fattore
Royal Council	Consiglio/Gabinetto del Re

How do you pronounce the following words? Match the correct phonetic transcription with the words.

13th century	'sekrətərɪz
affairs	'ɒfɪsəs
Chamberlain	'mɪnɪstrɪz
Chancellery	kɑ:t
Chancellor	'dʒʌstɪs
court	ə'feəs
Justice	'tʃɑ:nsələ
ministries	'tʃɑ:nsələrɪ
offices	,θɜrtɪ:nθ 'sentʃurɪ
secretaries	'trezərɪ
Treasury	'tʃeɪmbəlɪn

How do you pronounce the following words? Match the correct phonetic transcription with the words.

13th century	,θɜrtɪ:nθ 'sentʃʊrɪ
affairs	ə'feəs
Chamberlain	'tʃeɪmbəlɪn
Chancellery	'tʃɑ:nsələrɪ
Chancellor	'tʃɑ:nsələ
court	kɔ:t
Justice	'dʒʌstɪs
ministries	'mɪnɪstrɪz
offices	'ɒfɪsəs
secretaries	'sekrətərɪz
Treasury	'treʒərɪ

Vocabulary: Rewrite the sentences using a synonym for the underlined words. Make the necessary changes.

body	steadily	deal with	regard	survive
position	insight	connection	affair	organise

1. Public matters were structured by office.
2. There were three institutions that managed the affairs of state.
3. Secretaries gained a lot of knowledge about the monarch's intentions.
4. The Royal Councils were organisations of powerful nobles.
5. The first secretaries were considered as being of low status.
6. During the 15th and 16th centuries the role of secretary constantly grew in importance.
7. The office of Chancellor continued to exist and it was the principal link between the old court offices and modern ministries.

Vocabulary: Rewrite the sentences using a synonym for the underlined words. Make the necessary changes.

body

steadily

deal with

regard

survive

position

insight

connection

affair

organise

1. The office organised public affairs.
2. There were three institutions that delt with the affairs of state.
3. Secretaries gained a lot of insight about the monarch's intentions.
4. The Royal Councils were bodies of powerful nobles.
5. The first secretaries were regarded as being of low status.
6. During the 15th and 16th centuries the position of secretary steadily grew in importance.
7. The office of Chancellor survived and it was the principal connection between the old court offices and modern ministries.

Match the adjectives with the right definitions.

debatable	basic, underlying, key
diverse	large, enormous, huge
elaborate	lasting, enduring, perpetual
fundamental	disputable, may be debated, contestable
vast	forceful, exerting great force, effective
necessary	detailed, complicated, carefully planned
permanent	vital, essential, indispensable
powerful	different, varied
debatable	basic, underlying, key
diverse	large, enormous, huge

Match the adjectives with the right definitions.

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SECTION II.

The role of public administration today

- What is the role of PUBLIC ADMINISTRATION in a modern nation?
- What role does it have in Italy?



coordinating
seniority
Responsibility
Governments
local level
state policy
bureaucracy
organizing
civil service
planning
implementing
central level
executive

II.1

The functions of public administration

Public administration can be said to be the implementation of **government policies**. It is above all the planning, organising, coordinating, and controlling of government policies.

Public administration is a feature of all nations and it is carried out at the central, intermediate, and local levels. Nowadays, the balance between these different levels of government represents a growing problem which all administrations are committed to resolving.

The body of public administrators is called the **Civil Service** and it includes highly trained administrative, executive or directive classes which today make public administration a distinct profession.

II.2

The characteristics of the Civil Service (1)

A distinction must be made between the Civil Service and other bodies which serve the state, such as the **armed forces**, the **judiciary**, and the **police**. They are **public servants** but not **civil servants**. A distinction is also usually made in most countries between the Home Civil Service and people who work abroad and carry out diplomatic duties. In the UK, as in most other countries, **local government**, **public corporations** like the **National Coal Board**, and **trusts** like the **National Health Service**, are not considered part of the Civil Service.

Requirements for entry into a career in the Civil Service vary from country to country. Sometimes technical qualifications are required while in other systems legal qualifications are deemed appropriate. In other cases, no specific technical or academic qualifications are required.

II.2

The characteristics of the Civil Service (2)

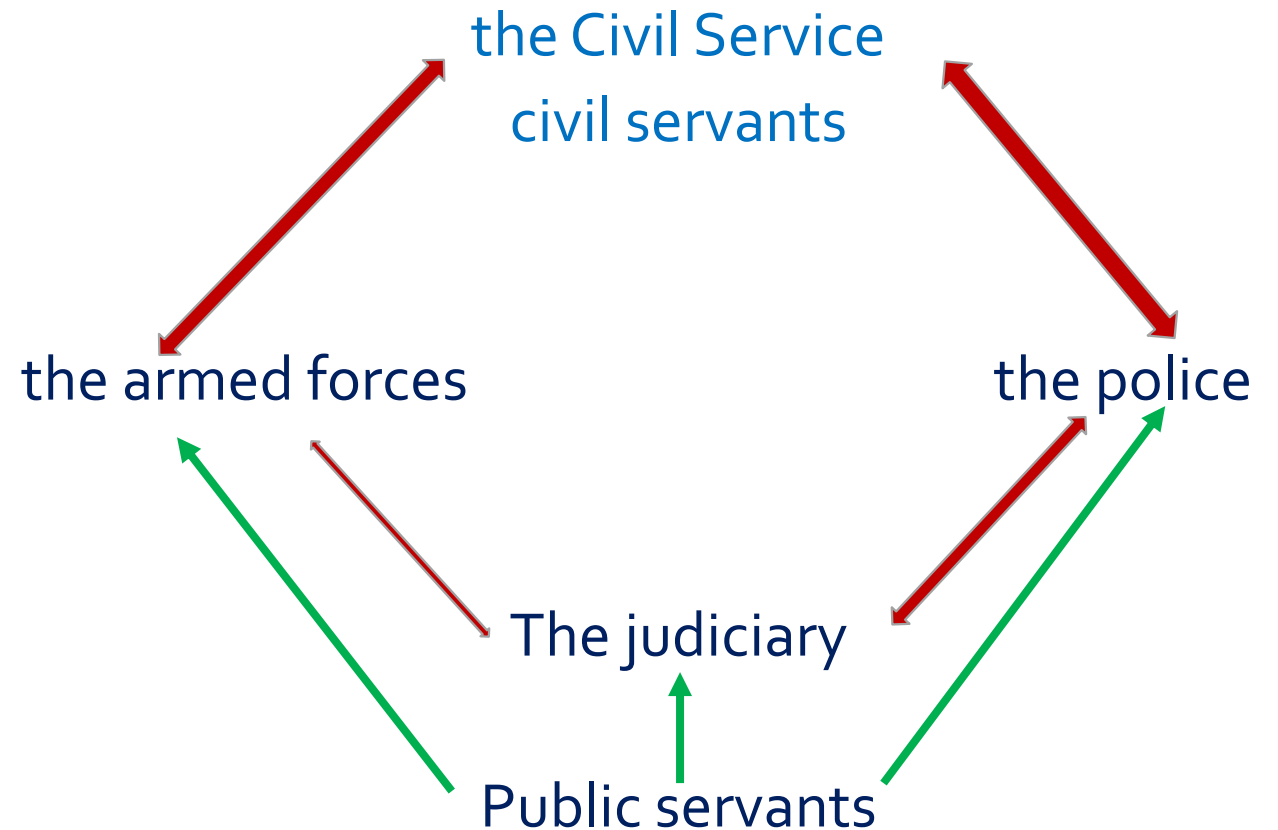
However, civil servants in every country share some common characteristics. They can be defined as members of a **permanent** and **neutral** body of professionals who are directly employed in the administration of the state. Their role is not in any way political, ministerial or military. All **senior civil servants** are expected to advise, warn, and assist the politicians who formulate state policy. Once the policies to be carried out have been established, civil servants must provide the organisation for the implementation and delivery of them to the public. The structure of Civil Services is hierarchical and rises pyramid-fashion from the lowest offices to the highest ones. All professionals within the system have fixed positions and clearly-defined duties with different powers and salaries which are decided on an objective basis.

Key words

Implementation
To be committed to
Corporations
Trusts
Deem
Body
Senior
Pyramid-fashion hierarchy
Offices
Professionals
Duties
salaries

key ideas

Bodies of the state



Key words

- **Implementation** /ɪmplɪmən'teɪʃ(ə)n/ the act of putting a plan into action or of starting to use something
- **To be committed to** /kə'mɪtɪd/ To be loyal and willing to give your time and energy to something that you believe in
- **Corporations** /ˌkɔːr.pər'eɪ.ʃən/ a large company or group of companies that is controlled together as a single organization
- **Trust** /trʌst/ a legal arrangement in which a person or organization controls property and/or money for another person or organization
- **Deem** /di:m/ to consider or judge something in a particular way
- **Body** /'bɔːdi/ a group of people who have joined together for a particular reason (i.e. the governing body)

Key words

key ideas

- **Senior** /'si:.ni.ər/ high or higher in rank
- **Pyramid-fashion hierarchy** UK /'haɪə.rɑ:.ki/ US /'haɪ.rɑ:.r.ki/
- **Office** /'ɒf.ɪs/ a part of a company or organization
- **Professionals** /prə'feʃ.ən.əl/ relating to work that needs special training or education
- **Duties** UK /'dʒu:.ti/ US /'du:.tj/ something that you have to do because it is part of your job
- **Salaries** /'sæl.ər.i/ a fixed amount of money agreed every year as pay for an employee, usually paid every month

Answer the following questions

1. What functions does public administration have?
2. What levels is public administration practiced at?
3. What is a growing problem all administrations are committed to resolving?
4. What is the body of public administrators usually called?
5. What has made public administration a distinct profession?

Answer the following questions

1. What functions does public administration have?

It **implements** the government policies by **planning, organising, coordinating, and controlling** them.

2. What levels is public administration practiced at?

It is practiced at the **central, intermediate, and local** levels.

3. What is a growing problem all administrations are committed to resolving?

The **balance** between these different **levels of government**.

Answer the following questions

4. What is the body of public administrators usually called?

It is usually called **Civil Service**, and those who work for it are called **civil servants**.

5. What has made public administration a distinct profession?

It requires highly trained **administrative, executive** or **directive** classes.

Decide if the statements below are true or false.

		T	F
1.	Public administration is the implementation of government policies.	<input type="checkbox"/>	<input type="checkbox"/>
2.	The body of public administrators is called the Civil Service.	<input type="checkbox"/>	<input type="checkbox"/>
3.	The police are part of the Civil Service.	<input type="checkbox"/>	<input type="checkbox"/>
4.	Senior civil servants are regarded as the professional advisers to those who formulate state policy.	<input type="checkbox"/>	<input type="checkbox"/>
5.	The Civil Service does not have well-defined duties.	<input type="checkbox"/>	<input type="checkbox"/>
6.	Civil servants do not have to provide the organisation for the implementation and delivery of policies to the public.	<input type="checkbox"/>	<input type="checkbox"/>
7.	Public corporations are considered part of the Civil Service.	<input type="checkbox"/>	<input type="checkbox"/>
8.	Requirements for entry into a career in the Civil Service can vary from country to country.	<input type="checkbox"/>	<input type="checkbox"/>

Decide if the statements below are true or false.

		T	F
1.	Public administration is the implementation of government policies.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.	The body of public administrators is called the Civil Service.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3.	The police are part of the Civil Service.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4.	Senior civil servants are regarded as the professional advisers to those who formulate state policy.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5.	The Civil Service does not have well-defined duties.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6.	Civil servants do not have to provide the organisation for the implementation and delivery of policies to the public.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
7.	Public corporations are considered part of the Civil Service.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
8.	Requirements for entry into a career in the Civil Service can vary from country to country.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Gap filling: choose the right answer from the lists below and complete the text.

The early European (1)_____ structures during the Medieval period were (2)_____ but from the middle of the 13th century new institutions began to appear. There were three major (3) _____ for (4) _____ the affairs of state: the High Court, the Exchequer, and the collegial Royal Councils.

The Royal Councils were important because modern (5) _____ structures in Europe developed from them. The monarch's secretaries emerged as the first professional (6) _____ in Europe in a modern sense.

Nowadays, public administration is the (7) _____ of government policies. Civil servants in every country have to advise, warn and assist those who (8)_____ state policy.

	A	B	C	D
1.	household	administrative	royal	family
2.	misunderstood	well-defined	ill-defined	untidy
3.	groups	clubs	businesses	bodies
4.	handling	selling	ruining	setting
5.	Prime Minister	church	ministerial	army
6.	civil action	civil servants	civil rights	civilian
7.	implementation	ruining	balance	role
8.	send	formulate	draw	Buy

Gap filling: choose the right answer from the lists below and complete the text.

The early European (1) administrative structures during the Medieval period were (2) ill-defined but from the middle of the 13th century new institutions began to appear. There were three major (3) bodies for (4) handling the affairs of state: the High Court, the Exchequer, and the collegial Royal Councils. The Royal Councils were important because modern (5) ministerial structures in Europe developed from them. The monarch's secretaries emerged as the first professional (6) civil servants in Europe in a modern sense. Nowadays, public administration is the (7) implementation of government policies. Civil servants in every country have to advise, warn and assist those who (8) formulate state policy.

Skimming: Give a quick look at texts II.1 and II.2 and answer the following questions.

Discuss with the class.

- **1. What are the texts about ?**
- **2. What do you know about public administration in your country?**

II.3 Central government and the Civil Service (1)

Departments

(responsible for devising policies and ensuring their implementation).

Ministerial departments

Non-ministerial departments

Ministerial departments are headed by a **minister** who is the **political head** of the department, responsible for policy making. Each minister is accountable to Parliament for his/her decisions; the position is non-permanent and depends on which political party forms the government.

11.3

Central government and the Civil Service (2)

The **administrative head** of a department is a **senior civil servant** or **Permanent Secretary**. The title underlines the non-political and permanent nature of the position. Each Permanent Secretary is responsible for ensuring policy is implemented and is accountable to Parliament for the department's actions and performance.

11.3

Central government and the Civil Service (3)

The **civil servants** in the departments (**white-collar workers**) carry out the **practical implementation** of policy and provision of services to the public. They are employed by the Crown and can be transferred from one government department to another which makes reorganisation within central government easier.

II.3

Central government and the Civil Service (4)

Non-ministerial departments are headed by a **senior civil servant** or **Permanent Secretary**. There is no minister since the matters dealt with do not need direct political intervention or should not involve political intervention. An example of this is the Food Standard Agency which was created after the BSE (Bovine Spongiform Encephalopathy or Mad Cow Disease) crisis to reassure the public that decisions about food safety would be taken by an independent body free of political control. As with the ministerial department, the civil servants or white-collar workers, carry out the practical implementation of policy and provision of services to the public.

11.3

Central government and the Civil Service (5)

- **Agencies:** They are funded by the government, staffed by civil servants and are **subordinate** and accountable to a **department** even if they execute and deliver services with a degree of autonomy. The head of an agency is a **Chief Executive**.
- **Non-departmental public bodies** (QUANGOs, quasi autonomous non-governmental organisations): These are not part of government departments and are not staffed by civil servants. They act independently from departments to a certain degree but are funded by the government. The administrative head is the **Accounting Officer**. They can be divided into Executive NDPBs, Advisory NDPBs, Tribunal NDPBs and Independent Monitoring NDPBs. Examples of these bodies include regional development agencies, national park authorities and prison monitoring boards.

Central
government and
the Civil Service

**Give a definition in Italian of the
following expressions.**

white-collar workers	
watchdogs	
Permanent Secretary	

Central government and the Civil Service

**Give a definition in Italian of the
following expressions.**

white-collar workers	impiegato
watchdogs	autorità di vigilanza enti di controllo (ANAC) Garante della Privacy
Permanent Secretary	segretario generale Sottosegretario di stato

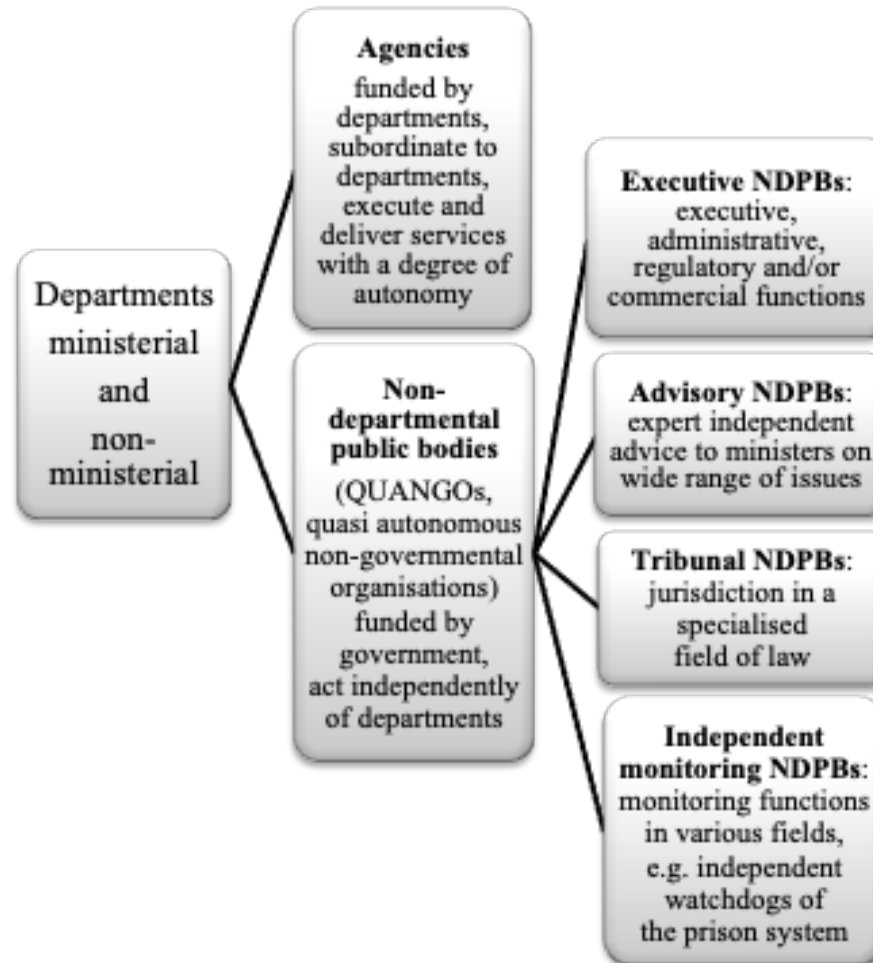
Central government and the Civil Service

Give a definition in Italian of the following expressions.

white-collar workers	A person who performs professional, managerial or administrative work.
watchdogs	person or organization responsible for ensuring that companies or organizations maintain certain standards and do not act illegally.
Permanent Secretary	the most senior civil servant in a department, responsible for running a government ministry.

Central government and the Civil Service

The Civil Service in the UK: Departments, Agencies, Non-Departmental Public Bodies



Answer the following questions about text II.3.

- 1 Which sectors make up the government and public administration?
- 2 What do central government and the Civil Service break down into?
- 3 Describe what departments are and how they are divided.
- 4 Who is the political head of a ministerial department?
- 5 Who is the administrative head of a ministerial department and who is he/she accountable to?
- 6 Who are the departments staffed by?
- 7 Describe what agencies are.
- 8 Describe what non-departmental public bodies are.

Answer the following questions about texts II.3.

1 Which sectors make up the government and public administration?

They are (1) the central government and the Civil Service, (2) the regional and devolved government, and (3) the local government.

2 What do central government and the Civil Service break down into?

They break into Departments, Agencies and non-departmental public bodies (QUANGOs)

3 Describe what departments are and how they are divided.

They are responsible for devising policies and ensuring that they are implemented. They are made up of ministerial departments and non-ministerial departments.

4 Who is the political head of a ministerial department?

Ministerial departments are headed by a minister who is the political head of the department, responsible for policy making. Each minister is accountable to Parliament for his/her decisions.

Task 2. Answer the following questions about texts II.3.

5 Who is the administrative head of a ministerial department and who is he/she accountable to?

The administrative head of a department is a senior civil servant or Permanent Secretary.

6 Who are the departments staffed by?

It is staffed by civil servants (white-collar workers) who carry out the practical implementation of policy and provision of services to the public.

7 Describe what agencies are.

They are funded by the government, staffed by civil servants and are subordinate and accountable to a department even if they execute and deliver services with a degree of autonomy. The head of an agency is a Chief Executive.

8 Describe what non-departmental public bodies are.

These are not part of government departments and are not staffed by civil servants. They act independently from departments to a certain degree but are funded by the government.

Collocations:
Match an
element in
column A with
one in column B.

A	B
democratically	implementation
government	elected
policy	affairs
practical	policies
state	making

Collocations: Match an element in column A with one in column B.

A	B
democratically	elected
government	policies
policy	making
practical	implementation
state	affairs

2.1 The organisation of the Civil Service

Today the Civil Service's official name is **Her Majesty's Home Civil Service**, also known as the **Home Civil Service**. It is the **permanent bureaucracy** that supports **Her Majesty's Government**, the government of the United Kingdom. This is composed of a **Cabinet of Ministers** chosen by the Prime Minister, as well as the devolved administrations in Wales (the Welsh Assembly Government) and Scotland (the Scottish Government).

Ministers lead ministerial departments politically and are known as **Secretaries of State**. They are accountable to the **Sovereign** and **Parliament** in administering the United Kingdom under the principle of responsible government. However, the implementation of their policy decisions is carried out by the Civil Service which is a neutral, permanent and non-political body. The majority of Civil Service departments are housed in London in the area called **Whitehall**.

2.1 The organisation of the Civil Service

The **Head of the Home Civil Service** is responsible for providing professional and corporate leadership to the Civil Service. He/she is supported by the **Cabinet Secretary** who is the most **senior civil servant** in the UK and is head of the **Cabinet Office**. His/her main task is making sure the Civil Service is organised efficiently and has the capability in terms of skills, values and leadership to deliver the government's objectives. This also entails being the most senior adviser to the **Prime Minister**, the **Cabinet**, and the **Government** as a whole.

During the past 150 years, the Civil Service has undergone many changes and restructuring. Today it is considered a highly organised, professional body and it abides by the Civil Service code published in 2006. This underlines the **core** values of integrity, honesty, objectivity and impartiality which all civil servants must follow while carrying out their various duties.

Task 1. Skimming: Give a quick look at text 2.1 and answer the following questions. Discuss with a partner.

1. What is the text about?
2. What did you already know about the Civil Service in the UK before reading the text?
3. Is it similar to any public body in your country?

SECTION I. The Civil Service today

Task 1. Skimming: Give a quick look at text 2.1 and answer the following questions. Discuss with a partner.

1. What is the text about?

It is about the organization of the Civil Service in the UK

2. What did you already know about the Civil Service in the UK before reading the text?

3. Is it similar to any public body in your country?

Task 2. Answer the following questions about text 2.1.

1. What is the Civil Service's official name?

2. What does it support?

3. What are the Head of the Home Civil Service and the Cabinet Secretary responsible for?

4. What core values does the Civil Service code set out?

1. What is the Civil Service's official name?

It is Her Majesty's Home Civil Service also known as the Home Civil Service.

2. What does it support?

It supports Her Majesty's Government, the government of the United Kingdom.

3. What are the Head of the Home Civil Service and the Cabinet Secretary responsible for?

The Head of the Home Civil Service, supported by the Cabinet Secretary, is responsible for providing professional and corporate leadership to the Civil Service. His/her main task is making sure the Civil Service is organised efficiently and has the capability in terms of skills, values and leadership to deliver the government's objectives. This also entails being the most senior adviser to the Prime Minister, the Cabinet, and the Government as a whole.

4. What core values does the Civil Service code set out?

The values of integrity, honesty, objectivity and impartiality which all civil servants must follow while carrying out their various duties.

Task 3. Pronunciation: How do you pronounce the following words? Say them aloud.

bureaucracy	'ɪm,pɑrʃɪ'ælətɪ
core values	'ɑbdʒek'tɪvətɪ
corporate	ɪn'tegrətɪ
Her Majesty's Government	hɜ: 'mædʒɪstɪz 'gʌvənmənt /'gʌvn-
Her Majesty's Home Civil Service	hɜ: 'mædʒɪstɪz həʊm 'sɪvl 'sɜrvɪs
honesty	'kɔ:pərət
impartiality	kɔ: 'væljʊ:z
integrity	'ɪnɪstɪ
objectivity	bjʊə'rɒkrəstɪ

Task 3. Pronunciation: How do you pronounce the following words? Say them aloud.

bureaucracy	bjʊə'rɒkrəsi
core values	kɔ: 'vælju:z
Corporate	'kɔ:pərət
Her Majesty's Government	hɜ: 'mædʒɪstɪz 'gʌvənmənt /'gʌvn-
Her Majesty's Home Civil Service	hɜ: 'mædʒɪstɪz həʊm 'sɪvl 'sɜ:rvɪs
honesty	'ɒnɪstɪ
impartiality	'ɪm,pɑ:ʃɪ'ælətɪ
integrity	ɪn'tegrətɪ
objectivity	'ɒbdʒek'tɪvətɪ

2.3 The 1854 Northcote-Trevelyan Report: The origins of the modern Civil Service

The biggest impact on the Civil Service came in 1853 when **Sir Stafford Northcote**, Private Secretary to Prime Minister Gladstone, and Treasury Permanent Secretary, **Charles Trevelyan**, were commissioned by Gladstone to look into the operation and organisation of the entire Civil Service. They made four recommendations:

1. **Recruitment** should be entirely on the basis of **merit** by **open, competitive examinations**.
2. Entrants should have a good **generalist** education and should be recruited to a unified Civil Service and not a specific department, to allow for **inter-departmental transfers**.
3. Recruits should be placed into a **hierarchical structure** of classes and grades.
4. Promotion should be on the basis of merit and not on the grounds of **preferment, patronage** and **purchase**.

2.3 The 1854 Northcote-Trevelyan Report: The origins of the modern Civil Service

In 1855 the independent **Civil Service Commissioners** were established, whose task was to ensure impartiality in recruitment. It was, however, not until 1870 that the main recommendations of the report were put in place and that success in competitive examinations became the primary means of entry to the Service.

The 1870s also saw civil servants organised into different **divisions** and **classes** according to the nature of the work they did. The lower division was made up of centrally recruited clerks who were able to serve in any department.

Although it was years before the **reforms** proposed were fully implemented, the **Northcote-Trevelyan Report** was the foundation of a permanent, neutral non-elected administrative body working for the elected government of the day.

The model remained stable for a hundred years and responded effectively to political change. It enabled the removal of corruption and the delivery of public services, even during the two World Wars.

Task 6. Answer the following questions about text 2.3

1. Who was Sir Stafford Northcote?
2. Who was Charles Trevelyan?
3. What did the Northcote-Trevelyan Report recommend concerning:
recruitment:
education:
structure:
promotion:
4. When were the Civil Service Commissioners established and what was their task?
5. What happened in 1870?
6. How long did the model remain stable?
7. What did it enable?

Task 6. Answer the following questions about text 2.3

1. Who was Sir Stafford Northcote?

Sir Stafford Northcote, Private Secretary to Prime Minister Gladstone, was one of the two men commissioned by Gladstone to look into the operation and organisation of the entire Civil Service.

2. Who was Charles Trevelyan?

The Treasury Permanent Secretary, Charles Trevelyan, was the other man commissioned by Gladstone to look into the operation and organisation of the entire Civil Service.

3. What did the Northcote-Trevelyan Report recommend concerning recruitment, education, structure, promotion?

It recommended recruitment to be entirely on the basis of merit by open, competitive examinations; that entrants had a good generalist education and were recruited to a unified Civil Service and not a specific department, to allow for inter-departmental transfers; that recruits were placed into a hierarchical structure of classes and grades; and that promotion was on the basis of merit and not on the grounds of preferment, patronage and purchase.

Task 6. Answer the following questions about text 2.3

4. When were the Civil Service Commissioners established and what was their task?

They were established in 1855, and their task was to ensure impartiality in recruitment.

5. What happened in 1870?

Only in 1870 the main recommendations of the report were put in place and success in competitive examinations became the primary means of entry to the Service.

6. How long did the model remain stable?

The model remained stable for a hundred years and responded effectively to political change.

7. What did it enable?

It enabled the removal of corruption and the delivery of public services, even during the two World Wars.

Task 7. Translate the following words into Italian. Use a bilingual dictionary to find the words you do not know.

English word	Pronunciation	Meaning	Traduzione
abide	/ə'baɪd/		
entail	/ɪn'teɪl/		
preferment	/prɪ'fə:m(ə)nt/		
recruitment	/rɪ'krʊ:tm(ə)nt/		

Task 7. Translate the following words into Italian. Use a bilingual dictionary to find the words you do not know.

English word	Pronunciation	Synonyms	Traduzione
abide	/ə'baɪd/	obey/observe	Rispettare/obbedire/attenersi a
entail	/ɪn'teɪl/	involve/imply	comportare/implicare
preferment	/pɪ'fə:m(ə)nt/	promotion/advancement	promozione
recruitment	/rɪ'kru:tm(ə)nt/	appointment of new people	assunzione (di nuovo personale)

Task 8. Vocabulary: Find synonyms for the following words. Use a monolingual dictionary.

English word	Pronunciation	Synonyms	Traduzione
appoint	/ə'pɔɪnt/		
foundation	/faʊn'deɪʃ(ə)n/		
impact	/'ɪmpakt/ (n) /ɪm'pakt/ (v)		
purpose	/'pə:pəs/		
recruit	/rɪ'kru:t/		
reputation	/rɛpjʊ'teɪʃ(ə)n/		
train (v.)	/treɪn/		

Task 8. Vocabulary: Find synonyms for the following words. Use a monolingual dictionary.

English word	Pronunciation	Synonyms	Traduzione
appoint	/ə'pɔɪnt/	Nominate, designate, select	
foundation	/faʊn'deɪʃ(ə)n/	Ground, keystone, backbone	
impact	/'ɪmpakt/ (n) /ɪm'pakt/ (v)	Effect, footprint (n) Affect, influence, strike (v)	
purpose	/'pə:pəs/	Intention, motivation	
recruit	/rɪ'kru:t/	Enroll, engage, enlist	
reputation	/rɛpjʊ'teɪʃ(ə)n/	Standing, esteem, fame	
train (v.)	/treɪn/	Instruct, teach, educate	

Task 9. Pronunciation: How do you pronounce these words?

Spelling	Pronunciation	Spelling	Pronunciation
accountable	ə'kaʊntəbl	abide	ə'baɪd
commission	kə'mɪʃn	entail	ɪn'teɪl
competitive	kəm'petətɪv	purchase	'pɜrtʃɪs
hierarchical	haɪə'rɑ:kɪk(l)	recruit	rɪ'kru:t
honourable	'ɒnərəbl /'ɒn-	success	sək'ses
patronage	'pætrənɪdʒ /'pæt-	unified	'ju:nɪfaɪd
preferment	pri'fɜrmənt	unsuitable	ʌn'su:təbl
secretariat	sekrə'terɪət /-'teə-	wealthy	'welθɪ

Task 11. Decide if the statements below are true or false. Correct the false ones.

		T	F
1.	The Civil Service is not a permanent bureaucracy.	<input type="checkbox"/>	<input type="checkbox"/>
2.	Civil servants change when there is a general election.	<input type="checkbox"/>	<input type="checkbox"/>
3.	The Honourable East India College was a success.	<input type="checkbox"/>	<input type="checkbox"/>
4.	The State Departments had a good reputation.	<input type="checkbox"/>	<input type="checkbox"/>
5.	Before the Northcote-Trevelyan Report staff were recruited by patronage and not merit.	<input type="checkbox"/>	<input type="checkbox"/>
6.	The Northcote-Trevelyan Report was not the foundation of a permanent, neutral administrative body.	<input type="checkbox"/>	<input type="checkbox"/>
7.	The Northcote-Trevelyan Report recommended recruitment by merit through open competitive examinations.	<input type="checkbox"/>	<input type="checkbox"/>
8.	Promotion after the Report was not on the basis of merit.	<input type="checkbox"/>	<input type="checkbox"/>
9.	The recommendations remained stable for over one hundred years.	<input type="checkbox"/>	<input type="checkbox"/>
10.	The 1870s saw civil servants divided into divisions and classes.	<input type="checkbox"/>	<input type="checkbox"/>
11.	The Report was changed during the two World Wars.	<input type="checkbox"/>	<input type="checkbox"/>
12.	The Northcote-Trevelyan model did not enable the removal of corruption and the delivery of services.	<input type="checkbox"/>	<input type="checkbox"/>

Task 11. Decide if the statements below are true or false. Correct the false ones.

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7.	The Northcote-Trevelyan Report recommended recruitment by merit through open competitive examinations.	<input type="checkbox"/>	<input type="checkbox"/>
8.	Promotion after the Report was not on the basis of merit.	<input type="checkbox"/>	<input type="checkbox"/>
9.	The recommendations remained stable for over one hundred years.	<input type="checkbox"/>	<input type="checkbox"/>
10.	The 1870s saw civil servants divided into divisions and classes.	<input type="checkbox"/>	<input type="checkbox"/>
11.	The Report was changed during the two World Wars.	<input type="checkbox"/>	<input type="checkbox"/>
12.	The Northcote-Trevelyan model did not enable the removal of corruption and the delivery of services.	<input type="checkbox"/>	<input type="checkbox"/>

**Gap filling:
choose the
right answer
from the lists
below and
complete the
text.**