



Public Sector Reform in Ireland: Views and Experiences from State Agency Senior Executives

IPA COCOPS WORKING PAPER NO. 2

Richard Boyle

May 2014

About COCOPS

The COCOPS project (Coordinating for Cohesion in the Public Sector of the Future) seeks to comparatively and quantitatively assess the impact of New Public Management (NPM)-style reforms in European countries, drawing on a team of European public administration scholars from 11 universities in 10 countries. It analyses the impact of reforms in public management and public services that address citizens' service needs and social cohesion in Europe. Evaluating the extent and consequences of NPM's alleged fragmenting tendencies and the resulting need for coordination is a key part of assessing these impacts. It is funded under the European Union's 7th Framework Programme as a Small or Medium-Scale Focused Research Project (2011-2014). See <http://www.cocops.eu/> for details.

About this paper

While Ireland is not one of the ten countries formally participating in the COCOPS project, and did not receive funding under the project, discussion with the project team led to participation in the survey of senior public executives.

A report on central government executives views (covering both civil service and state agency managers) was produced and published (available for download at <http://www.ipa.ie>)

This paper focuses solely on the response of executives in the state agencies to the survey. The paper follows the format and style of central government report and the other country reports produced for the COCOPS project (<http://www.cocops.eu/publications/research-reports>) in order to ensure a consistency of approach.

About the author

Dr. Richard Boyle is Head of Research with the Institute of Public Administration



The research project on which these results are based has received funding from the European Union's Seventh Framework Programme under grant agreement No. 266887 (Project COCOPS), Socio-economic Sciences & Humanities.

Contents

1. Introduction
 2. Background: public administration reform in Ireland
 3. Organisational and socio-demographic background of respondents
 4. Values and attitudes of public sector executives
 5. Characteristics of the work context of public administration
 6. Relevance of New Public Management and post New Public Management reforms
 7. Impact of the fiscal crisis on public administration
 8. Impact of public administration reform
 9. Main findings
- References

1. Introduction¹

This report focuses on analysing the views of senior state agency executives (defined as the top two or three levels of the organisation, encompassing chief executive, director and heads of division) on public sector reform.

The basis for the report is the Coordinating for Cohesion in the Public Sector of the Future (COCOPS) project, one of the largest comparative public management research projects in Europe. The COCOPS project aims to provide a comprehensive picture of the challenges facing the public sector in European countries and to systematically explore the impact of New Public Management (NPM) style reforms in Europe. The project brings together public administration scholars from eleven universities in ten countries² and is funded as part of the European Union's 7th Framework Programme between January 2011 and June 2014.³ A cornerstone of the project is the COCOPS executive survey on public sector reform in Europe: an original, large-scale survey of public sector top executives, exploring executives' opinions and experiences with regards to public sector reforms in government. Ireland is the only country that surveyed both central and local government executives: in all other countries only the views of central government executives were obtained.

From a theoretical perspective the survey builds on the perception of three major reform paradigms (NPM, public governance and the neo-Weberian state) as described by Pollitt and Bouckaert (2011). Focusing on top executives, it follows pioneering elite studies such as those of Aberbach, Putnam and Rockman (see Putnam 1976, Aberbach et al. 1981, and Aberbach and Rockman 2006), which lay the foundation for many other both national and cross-national executive surveys (e.g. Mayntz and Derlien 1988; Christensen and Laegreid 2007; Bertelli et al. 2007; Trondal 2010; Bauer et al. 2009; COBRA survey; UDITE survey). Methodologically it also draws inspiration from cross-national population surveys such as the European Social Science Survey, European Values Survey, the International Social Survey Program; as well as from experiences with cross-national surveys such as those of the survey research centre at the University of Michigan (2010).

The survey aims to explore public sector executives' perceptions, experiences and opinions with regards to their work context and administrative reforms, but also other factors such as values and identities and the impact of the fiscal crisis. The core survey implemented in all participating countries consists of 31 questions structured in four parts (a) general information; (b) management and work practice of your organisation; (c) public sector reform and the fiscal crisis; (d) attitudes, preferences and personal information. The survey is a result of the joint work of all the national research teams within the COCOPS project and under the leadership of a team of researchers at the Hertie School of Governance in Berlin. In addition,

¹ This introduction is based on Hammerschmid, Görnitz, Oprisor and Stimac (2013), and appears in broadly the same form in all COCOPS country reports

² Erasmus University Rotterdam, Hertie School of Governance Berlin, University of Bergen, Bocconi University, University of Cantabria, Cardiff University, CNRS Paris, Corvinus University Budapest, University of Exeter, KU Leuven, Tallinn University of Technology

³ More information on the project is available at www.cocops.eu

further institutes and universities from other European countries were included as strategic partners to replicate the survey in these countries.⁴

With regard to the population definition, the research team targeted a group with relevant experience to assess overall developments and trends both on an organisational and policy field level. In general, top executives are viewed as such informants regarding the state of administration, given their privileged vantage point (Walker and Enticott 2004), but also, with the blurring of the classical boundaries between politicians and civil servants (Aberbach et al. 1981), due to their own role in policy-making and their influence on the choice and implementation of reforms (Christensen and Lægveid 1999; Ridder et al. 2006). A major critique raised against elite surveys however (see in particular Enticott et al. 2008) is that they usually focus on a limited selection of individuals at the top of the organisation. As these individuals are relatively disconnected from processes at lower levels in the organisations, and also due to issues of desirability, such an approach is bound to provide a biased image of the respective organisation(s). These are important points to take into consideration when interpreting the results.

In order to avoid random sampling and issues of representativeness, the COCOPS executive survey is based on a full census. It covers all high level public sector executives who in their respective positions can be expected to be involved in public administration reform processes. Moreover, the survey explicitly covers different units of analysis (see Pollitt 2011: 121, on units of analysis in comparative public administration research) to allow for multi-level analyses: policy field, organisation and individual experiences of the respondent. These are explored through the (self) perceptions of public sector executives, acknowledged in research as the closest channel into objective processes and developments within public organisations and, at least in the absence of stringent limitations, as reliable predictors of administrative behaviour (see Aberbach et al. 1981; Bauer et al. 2009).

The survey was implemented online. In Ireland, the survey was carried out in September and October 2013. For state agencies, 146 valid responses were received out of a total of approximately 800 invitations sent, giving a response rate of 18 per cent.

The report giving the results of the survey for central government as a whole (civil service and state agency managers combined) and a separate report on local government, can be downloaded from www.ipa.ie/research, as can a working paper on the views of civil servants⁵

⁴ The Institute of Public Administration for Ireland, the Vienna University of Economics and Business for Austria, the Kaunas University of Technology for Lithuania, the Technical University of Lisbon for Portugal, Copenhagen Business School, the Belgrade Fund for Political Excellence for Serbia and the University of Bern for Switzerland

⁵ Richard Boyle (2014): *Public Sector Reform in Ireland: Views and Experiences from Senior Executives*; *Public Sector Reform in Ireland: Views and Experiences from Local Government Senior Executives*, and *Public Sector Reform in Ireland: Views and Experiences from Civil Service Senior Executives*

2. Background: public administration reform in Ireland

2.1 Administrative reform prior to the fiscal crisis

As a small liberal market economy, Ireland has been very open to the ebb and flow of international markets. In terms of international reform trends, however, it was some years after New Zealand, Canada and the UK had embarked on their reform agendas before the effect of new public management (NPM) related initiatives came to be felt in Ireland. The launch of the Strategic Management Initiative (SMI) in 1994 promised much by way of improving the efficiency, speed and coherence of government (Boyle and Humphreys, 2001, OECD 2008: 77). A coordinating group of secretaries general, the most senior administrative grade in the Irish civil service, was charged with overseeing its implementation and were responsible for producing a specific plan for civil service reform titled *Delivering Better Government* (DBG) in 1996.

Further public service modernisation initiatives took place until in 2008 the OECD published a landmark report on the Irish public service (OECD, 2008). It was the first time the OECD had ever attempted to benchmark a complete national public service against good international practice. Overall, their report, produced at a time prior to the economic and fiscal crisis, suggested that Ireland had been able to deliver public services relatively well in comparison with other countries. But their report also found considerable scope for improvement, suggesting that there were significant challenges that Irish public services had not yet tackled with sufficient rigour.

Two of the most important issues for improvement identified by the OECD were better integration and coordination of public services, and the need for more of a focus on performance and value for money across government. The report also had much to say about the capacity of the public services. Some of their conclusions aligned with those identified through research carried out for an Institute of Public Administration publication *Ireland 2022 – Towards 100 Years of Self Government* (Callanan (ed.), 2008), including the limited political underpinning of public service reform, with the reform process seen as driven primarily by public servants.

2.3 Administrative reform after the fiscal crisis

Since the publication of the OECD report in 2008, the national and international financial and economic crisis has created a vastly different environment for reform of public administration. As the *National Recovery Plan* (2010) noted, in 2010 the level of GDP was some 11 per cent below, and GNP some 15 per cent below, their respective levels of 2007 in real terms. Employment had fallen by about 13 per cent from its peak of 2007 while the unemployment rate had risen from 4.6 per cent to 13.5 per cent. The *National Recovery Plan* (2010) went on to state: ‘A downturn of this size is without precedent in Ireland’s recorded economic history and has few modern parallels at an international level’.

At the end of 2010, in response to the crisis, the government signed a memorandum of understanding for the provision of €5 billion of financial support to Ireland by member

states of the European Union through the European Financial Stability Fund (EFSF) and the European Financial Stability Mechanism; bilateral loans from the UK, Sweden and Denmark; and funding from the International Monetary Fund's (IMF) Extended Fund Facility (EFF), on the basis of an agreed support programme. In essence this programme set out the overall fiscal limits and framework within which the Irish government would operate over a three - year period. This constraint inevitably forced a reassessment of priorities with regard to the delivery of public services and programmes and the general operation of the system of public administration.

In response to the crisis, the government has reduced numbers and pay levels in the public service as part of the fiscal response required to address excessive levels of expenditure given available revenue streams. An agreement entitled the *Public Service Agreement* (2010) set out plans for numbers and pay reductions and changes to terms and conditions of employment. An extension of the *Public Service Agreement* was proposed by the government and published as the *Public Service Stability Agreement 2013-2016 (The Haddington Road Agreement)* by the Labour Relations Commission (2013). The basis of this extension of the agreement was the need to achieve additional savings to the public service pay and pension bill of €1 billion by 2016, as identified as required by the government to achieve its fiscal targets for the period. Further pay cuts and changes to terms and conditions of employment were contained in the updated agreement.

The reduction in numbers and pay levels to date has been significant. From its peak in 2008, the total number of people employed in the public service has dropped from 320,000 to 288,000 in 2013, a drop of 10 per cent. In the state agencies specifically, numbers have reduced from 13,000 to 10,000 in the same period, a drop of over 20 per cent. From 2008 to 2013, as the cutbacks in numbers and pay introduced by the Government have taken effect, expenditure on public service pay and pensions has decreased from its high of €18.7bn to €16.6bn in 2013 (the cost of the pay bill alone fell from €17.5 billion in 2009 to €14.1 billion in 2013 due to both pay cuts and staff reductions). But at the same time as public service numbers have been reducing, the population has been increasing. Public service employment relative to the population was relatively stable at between 70 and 73 public sector employees per 000 population up to 2008, but has been dropping since 2008 and was at 63.2 public service employees per 000 population in 2013 (Boyle, 2014).

Looking beyond changes in numbers and pay, there has been considerable redeployment of staff in the context of reduced resources and numbers. Public bodies and individual public servants have had to increase their flexibility and mobility to work together across sectoral, organisational and professional boundaries. In 2011 the government produced a document entitled *Public Service Reform* (Department of Public Expenditure and Reform, 2011) that set out a plan for changes to the operation of the public service. The plan identified five priorities: customer service; maximising new and innovative service-delivery channels; radically reducing costs to drive better value for money; leading, organising and working in new ways; and a strong focus on implementation and delivery. Issues such as the development of shared services, procurement and outsourcing were emphasised. A review of

progress (Boyle, 2013) suggests that most actions identified in the plan had been implemented to some degree, but that significant challenges still remain.

Specifically in relation to state agencies, there has been a programme of rationalisation of agencies. A progress report by the Department of Public Expenditure and Reform in 2014 indicated that nearly all of the 48 rationalisation measures affecting over a hundred state agencies agreed in 2011 have been or will be fully implemented by the end of 2014. A further twenty-five rationalisation measures, again affecting over a hundred state agencies, are being progressed (<http://www.per.gov.ie/summary-of-agency-rationalisation-measures-as-at-january-2014/>)

In January 2014 the Department of Public Expenditure and Reform announced a further reform initiative. The *Public Service Reform Plan 2014-2016* (Department of Public Expenditure and Reform, 2014) identifies four main reform themes: delivery of improved outcomes, reform dividend (using savings to invest in new or improved services), digitalisation/open data, and openness and accountability.

3. Organisational and socio-demographic background of respondents

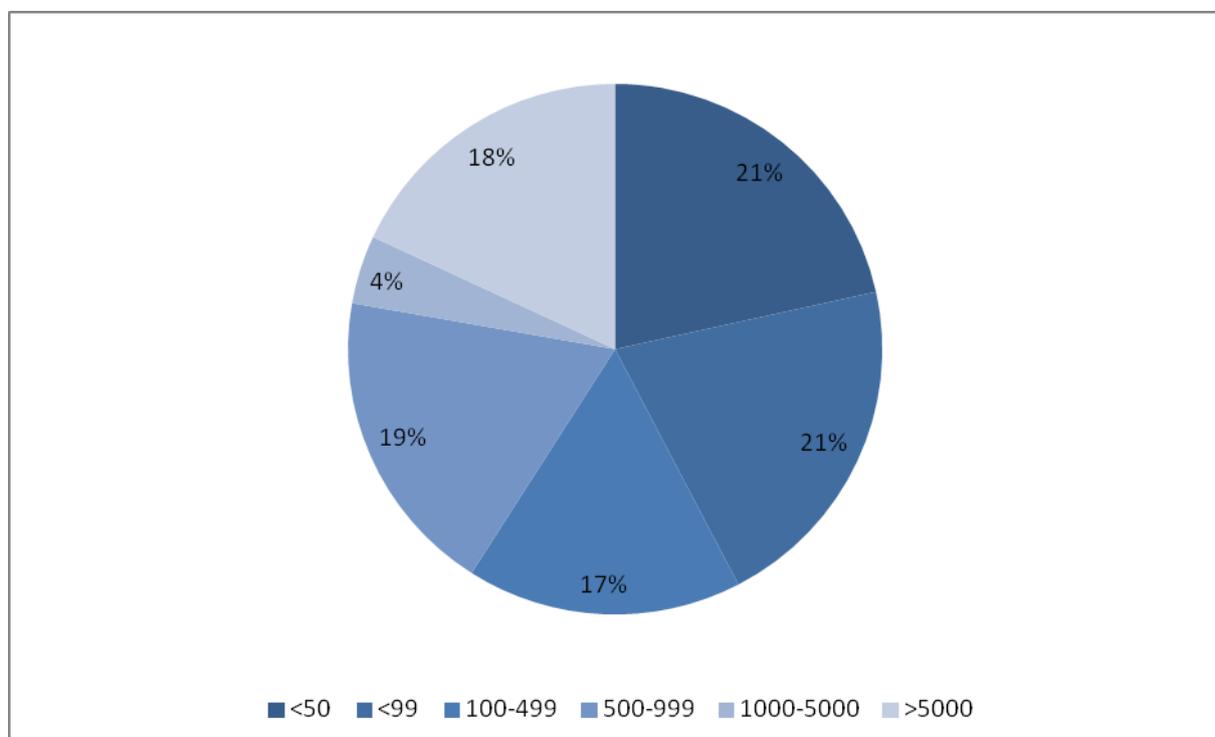
Before exploring respondents' opinions and attitudes towards their role and work in public administration, it is important to establish some of the key contextual features that set the organisational and socio-demographic background of the respondents.

Unless otherwise indicated, the following categories are used to interpret the results: if a scale ranging from 1 to 7 is used, 1 means 'strongly disagree' and 7 means 'strongly agree', the percentage shares for scale numbers 1, 2 and 3 (vs. 5, 6 and 7) are added and interpreted as 'rather disagree' (versus 'rather agree'). In other cases, the percentage shares for scale numbers 1 and 2 (versus 6 and 7) are calculated and interpreted as 'agree' vs. 'disagree'.

Comparison is made throughout this paper to the COCOPS sample of 10 European countries and to the responses of senior Irish civil servants. The COCOPS sample details can be accessed at <http://www.cocops.eu/wp-content/uploads/2013/09/WP3-Comparative-Report.pdf> and the Irish civil service results can be found at www.ipa.ie/research (see footnote 5).

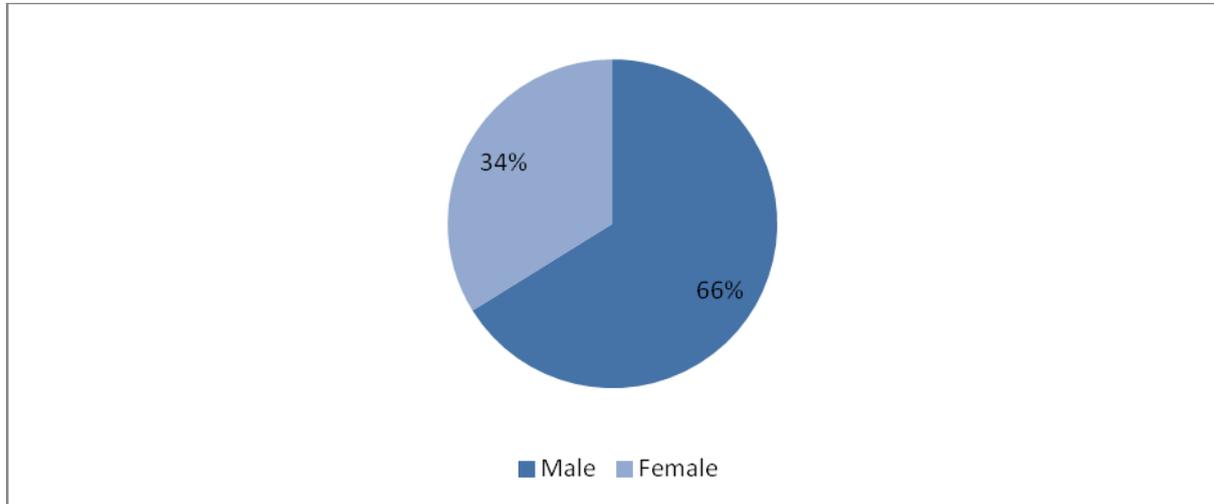
Organisation size (Figure 1). There is a wide spread of organisation sizes amongst state agency respondents. The largest share of respondents (42 per cent in total) work in agencies employing under 100 people. 18 per cent work in organisations of over 5000 people.

Figure 1: Respondents background: organisation size



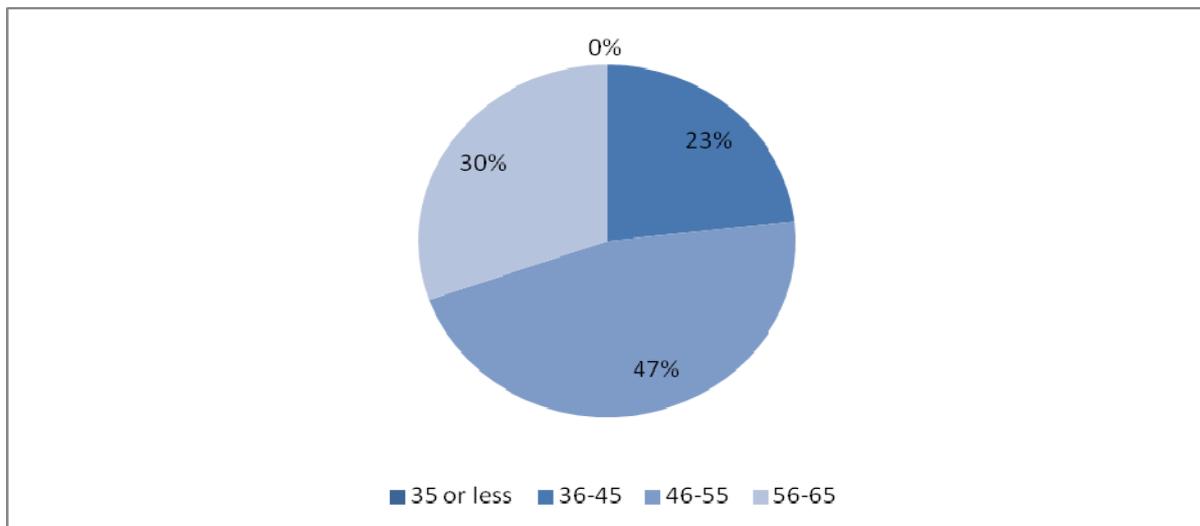
Gender (Figure 2). Two-thirds of agency managers are male and one-third female. This is in line with the COCOPS sample and with the general picture in the public service in Ireland at senior levels.

Figure 2: Respondents background: gender



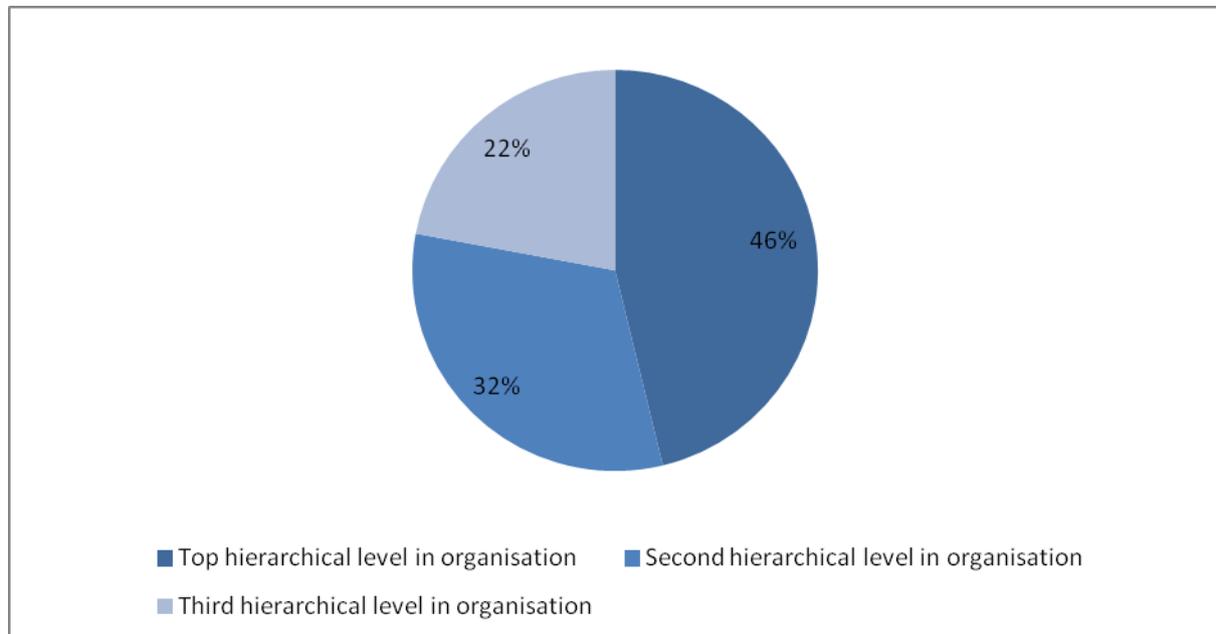
Age (Figure 3). Almost half of the agency respondents (47 per cent) are in the 46 to 55 age range. 30 per cent are between 56 and 65, and just under a quarter between 36 and 45. There are none under 35, in comparison to the COCOPS sample where there are around 6 per cent under 35. Also compared to the COCOPS sample there are slightly more aged between 36 and 55 (70 per cent as opposed to just over 61 per cent). This situation reflects in part the changes that have been taking place in the public service since the fiscal crisis in 2008. There has been a moratorium on recruitment into the public service and incentivised packages for early retirement, meaning relatively few younger people coming through the system, and some more senior experienced staff leaving the public service.

Figure 3: Respondents background: age



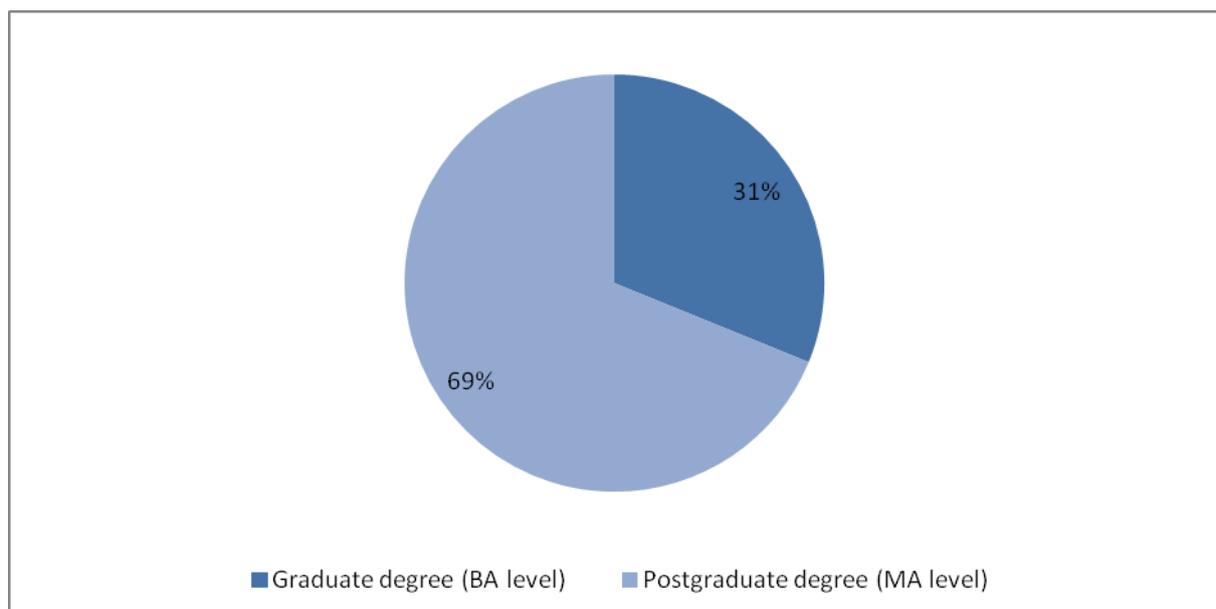
Hierarchical level (Figure 4). Almost half (46 per cent) of agency respondents describe themselves as at the top level of their organisation, a third describe themselves as at the second level, and just under a quarter describe themselves as at the third hierarchical level in the organisation.

Figure 4: Respondents background: hierarchical level



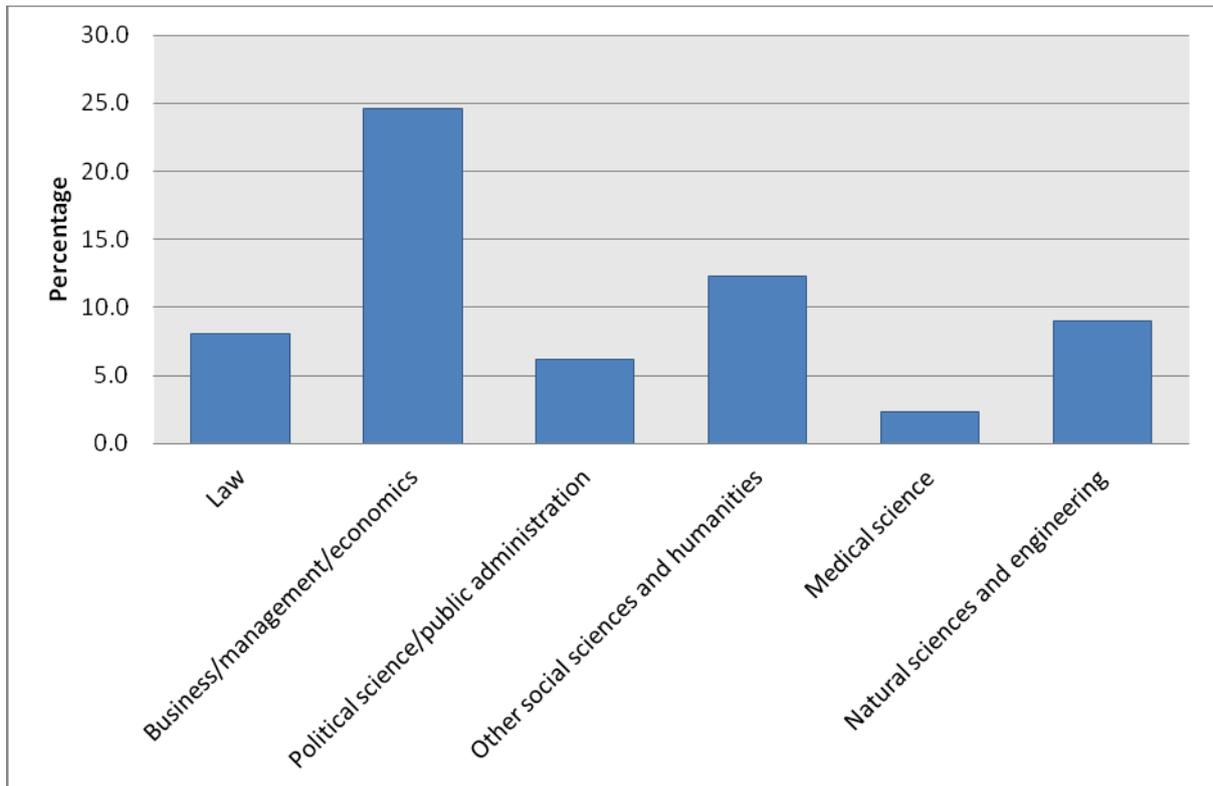
Education (Figure 5). Roughly two-thirds of agency respondents have a postgraduate degree at masters level and one-third have a graduate degree as their highest educational qualification. A significant difference with the COCOPS sample is the absence of any respondents with a doctoral degree, who make up around 15 per cent of the COCOPS sample.

Figure 5: Respondents background: education



Disciplinary field of education (Figure 6). The highest proportion of agency respondents (25 per cent) has an educational background in the field of business/management/economics. Other social sciences and humanities are next at 12 per cent, followed by natural sciences and engineering at 9 per cent. There are significant variations amongst COCOPS countries in response to this question. Reflecting the differing public service traditions, in many COCOPS participating countries law features more prominently (COCOPS average 28 per cent).

Figure 6: Educational fields (respondents could check more than one field)



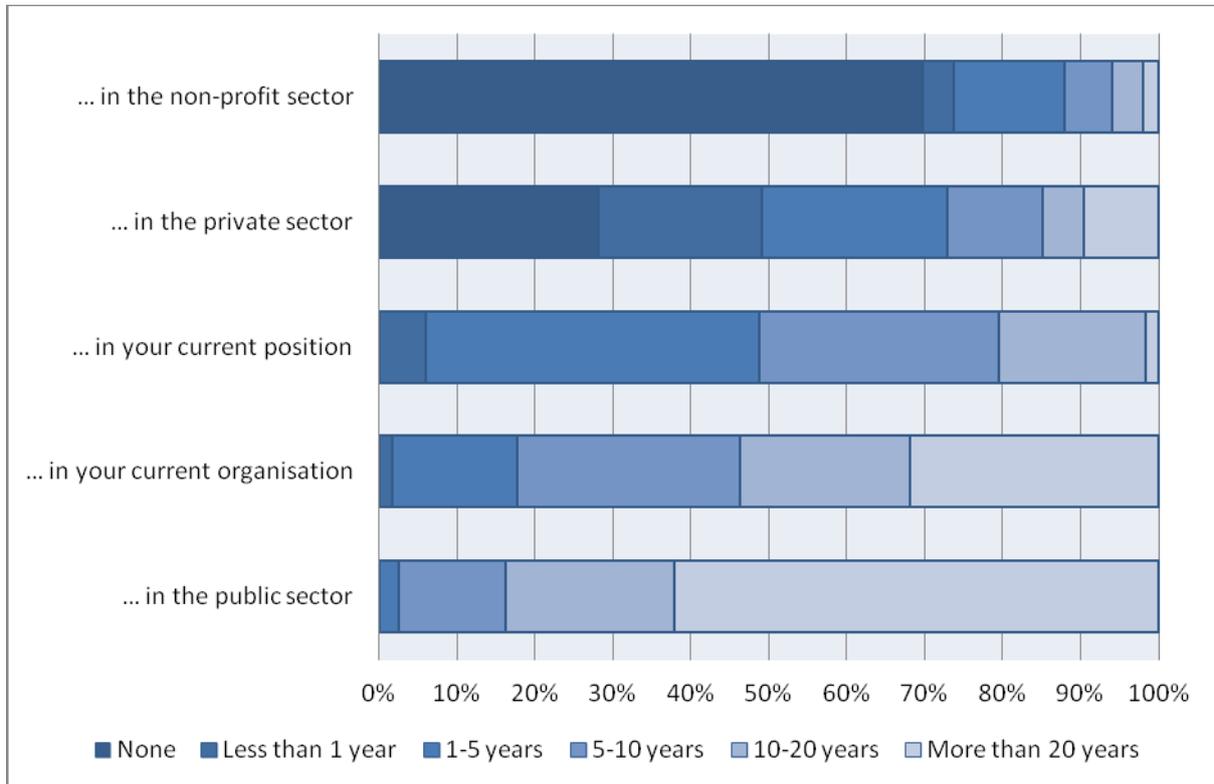
Tenure (Figure 7). The responses show that the majority of agency respondents have spent a long time working in the public sector. 84 per cent of respondents have worked in the public sector for over 10 years, with 62 per cent having worked in the public sector over 20 years. This is broadly in line with the COCOPS sample, and slightly lower than the civil service, where 93 per cent have worked in the public sector over 10 years. Only 2 per cent of agency respondents have worked in the public sector for less than 5 years versus 14 per cent in the COCOPS sample.

Relatively low mobility in the sector is shown by the fact that 55 per cent of respondents have worked in their current organisation for over 10 years. There has been more movement in position over time. Half have been in their current position less than 5 years.

With regard to respondents' experience outside the public sector, quite a high proportion has some private sector experience. 72 per cent of respondents have spent some time working in the private sector, with the majority of these having less than 5 years' experience in the private sector. Previous experience in the non-profit sector is less frequent, with 70 per cent

having no experience here, and those that have experience usually working there for less than 5 years. This is broadly in line with the COCOPS sample. Compared to the civil service, there is slightly more experience of working in the private sector (60 per cent of senior civil servants have spent some time working in the private sector).

Figure 7: Tenure of respondents

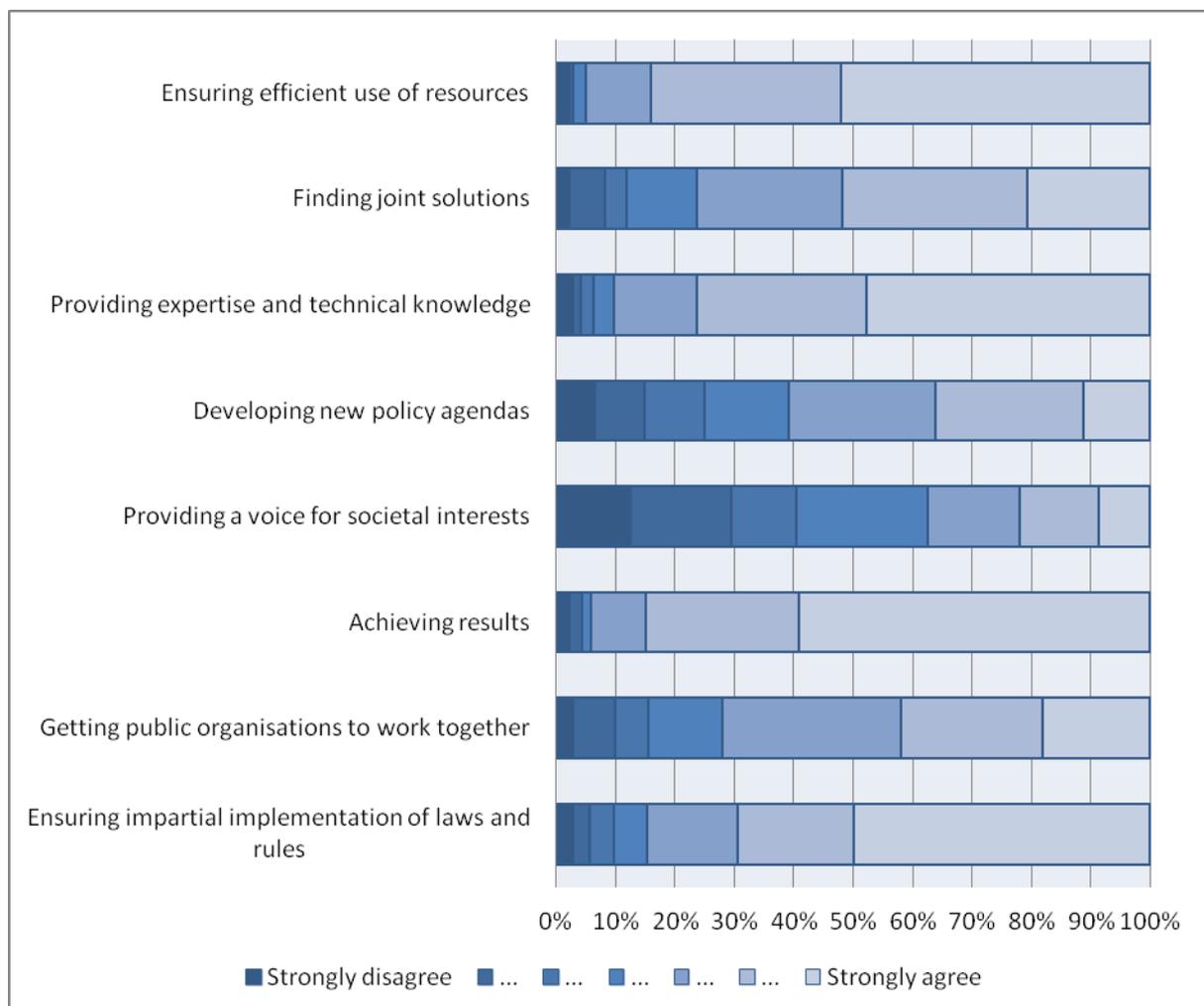


4. Values and attitudes of public sector executives

The following section presents data on how senior agency managers in Ireland perceive their role as executives, their motivation and social values and preferences.

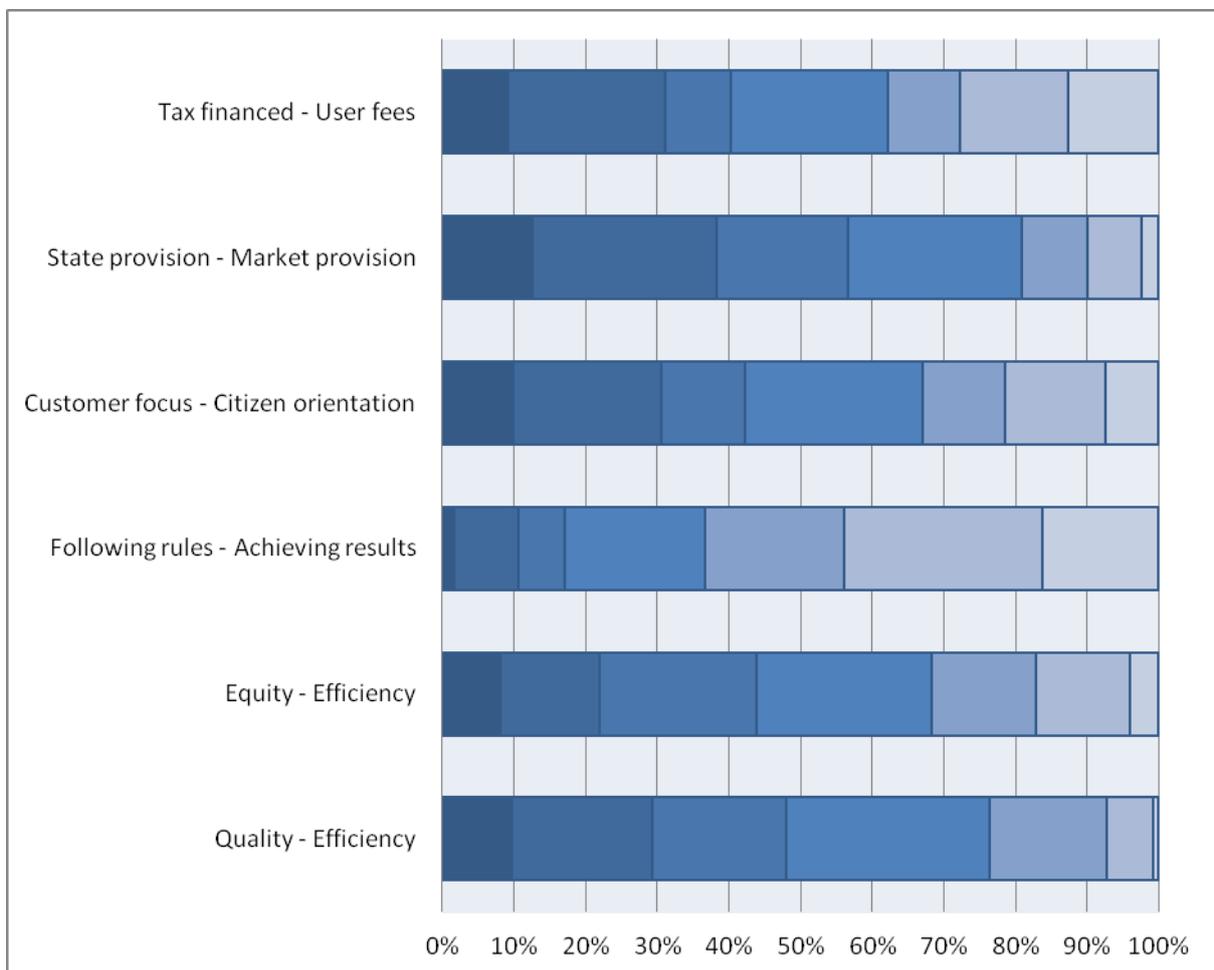
Identity and role perception (Figure 8). When asked about their self-understanding as public sector executives, a clear majority of the respondents agree that ensuring efficient use of resources (95 per cent), achieving results (94 per cent), providing expertise and technical knowledge (90 per cent), and ensuring impartial implementation of laws and rules (85 per cent) are central to their role. Views are more evenly split as to whether they see it as their role to provide a voice for societal interests. The answers from senior agency managers are broadly in line with the results from the COCOPS sample.

Figure 8: Role and self-understanding (Q: I mainly understand my role as a public sector executive as ...) (n=135-144)



Value preferences for public sector priorities (Figure 9). Senior executives were asked about value preferences related to public administration. The question was designed in such a way as to let respondents choose between two opposing values on a 7 point Likert scale. For example, when balancing different priorities, would you position yourself more towards tax financed services or towards user fees? The clearest value preference is in favour of achieving results as against following rules (63 per cent rather agreeing they favour achieving results). The remaining preferences are more evenly divided, though more prioritise state provision over market provision and quality over efficiency. Compared to the COCOPS sample, respondents show a higher preference for a customer focus (42 per cent rather agree versus 28 per cent).

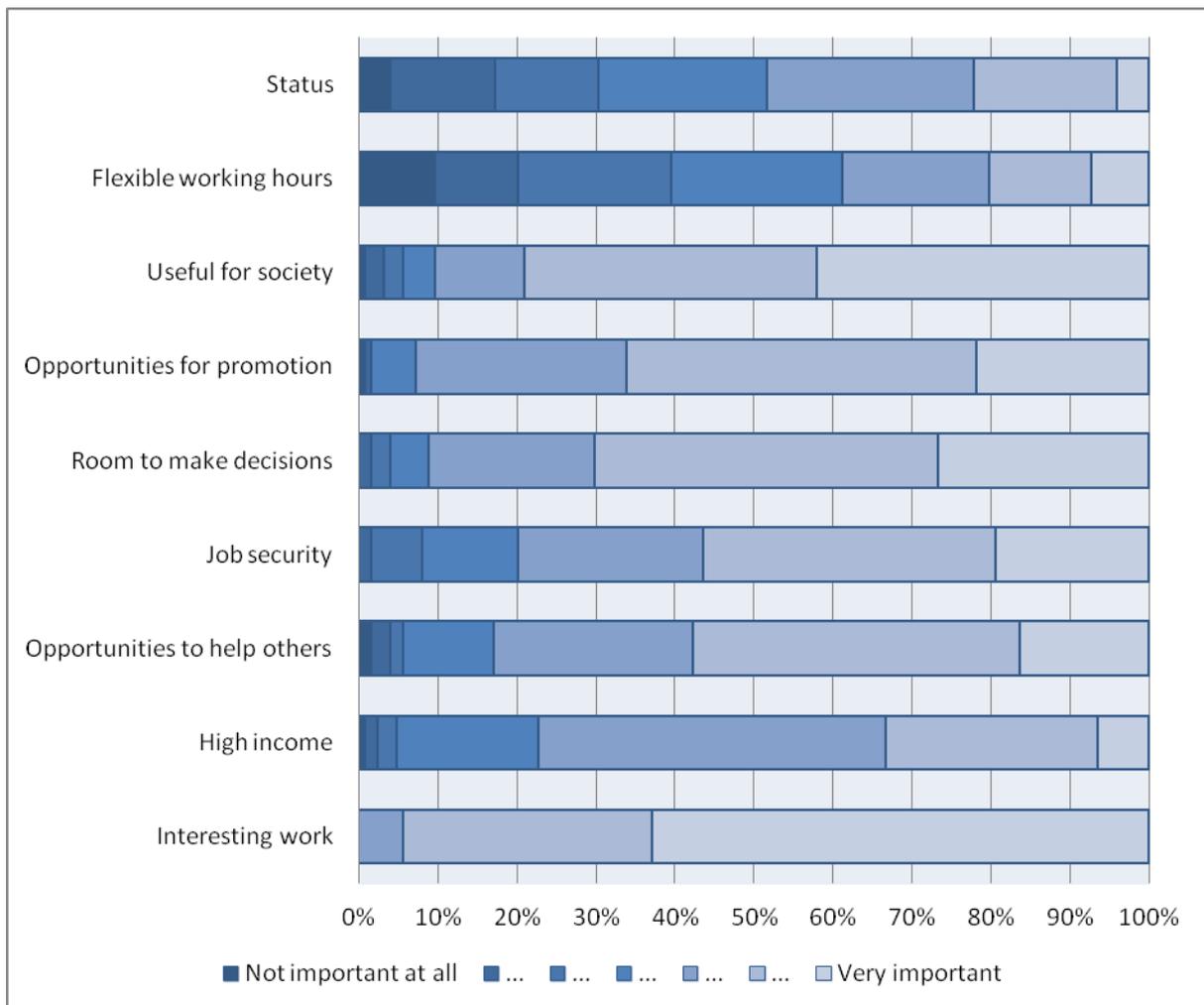
Figure 9: Priorities as public servants (Q: Public services often need to balance different priorities. Where would you place your own position?) (n=119-123)



Motivation (Figure 10). In response to being questioned about what motivates them personally, all senior agency managers rather agree that interesting work is a motivating factor. Similarly very high percentages note opportunities for promotion (93 per cent), having room to make decisions (91 per cent) and doing something useful for society (90 per cent) as important motivational factors. The two lowest motivators from the list given are status (48 per cent rather agree it is an important motivator) and having flexible working hours (39 per cent).

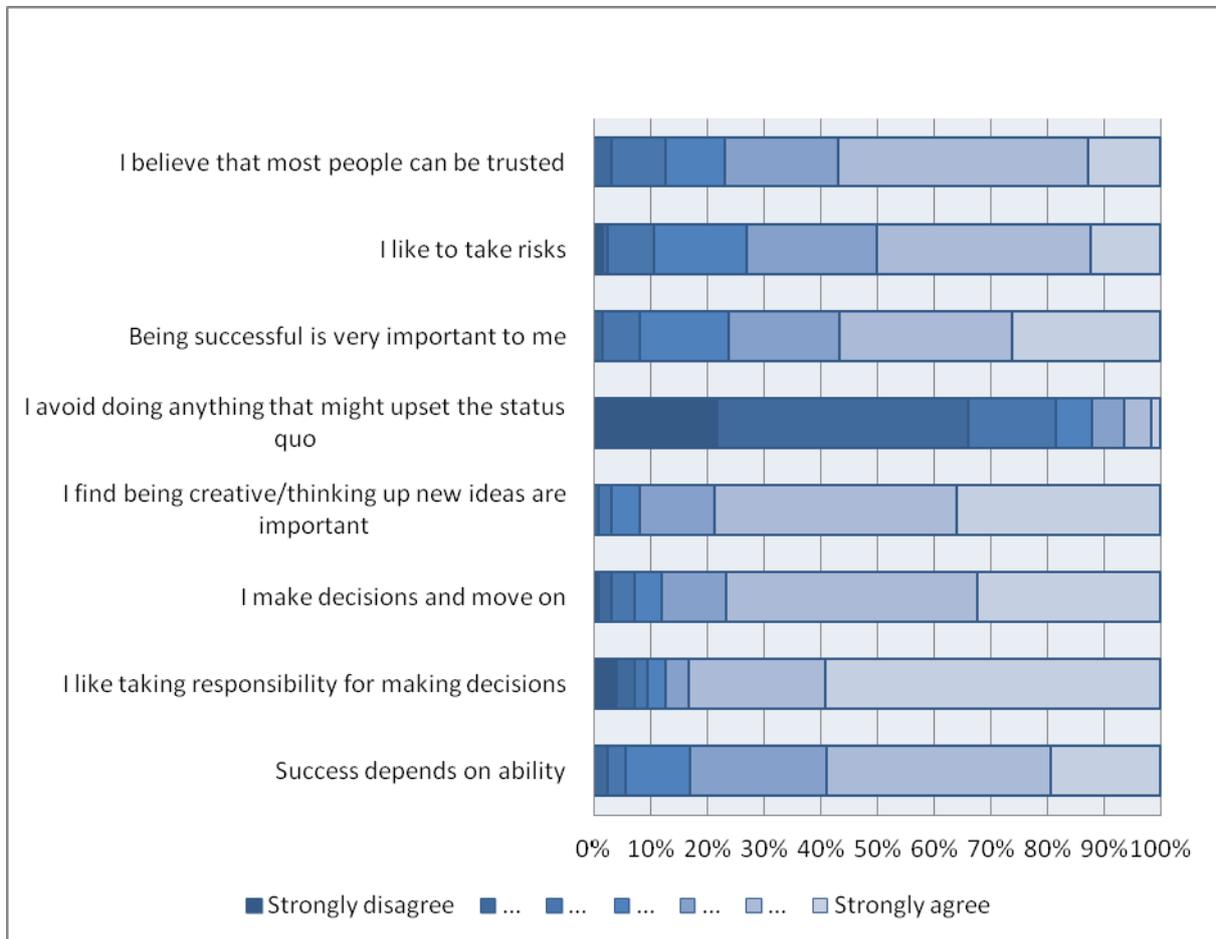
In terms of differences with the COCOPS sample, opportunities for promotion is seen as of higher importance by agency respondents (93 per cent rather agree versus 74 per cent), as is job security (80 per cent versus 69 per cent). This is probably a result of the job losses and extremely limited promotion opportunities in recent years. Agency respondents also give a higher priority to opportunities to help others than the COCOPS sample, and this plus the high importance given to usefulness to society as a motivational factor suggests high altruistic motivation on the part of senior agency managers.

Figure 10: Motivation (Q: How important do you personally think it is in a job to have ...) (n=122-124)



Social value preferences (Figure 11). In a further value oriented question officials were asked to what extent they agree, or disagree, with a number of statements that aims to assess their social value preferences. Agency managers are generally strongly in agreement with the statements as listed, apart from one – ‘I avoid doing anything that might upset the status quo’ (82 per cent rather disagree with this statement). The strongest preferences are in response to the statements ‘I find being creative/thinking up new ideas are important’ (92 per cent rather agreeing), ‘I make decisions and move on’ (90 per cent rather agreeing) and ‘I like taking responsibility for making decisions’ (87 per cent rather agreeing and 59 per cent strongly agreeing with this statement). The results are broadly in line with the COCOPS sample. They also contrast with the stereotypical view of the public servant as resistant to change, risk averse and unaccountable.

Figure 11: Social value preferences (Q: Please indicate how far you agree or disagree with the following statements) (n=122-125)

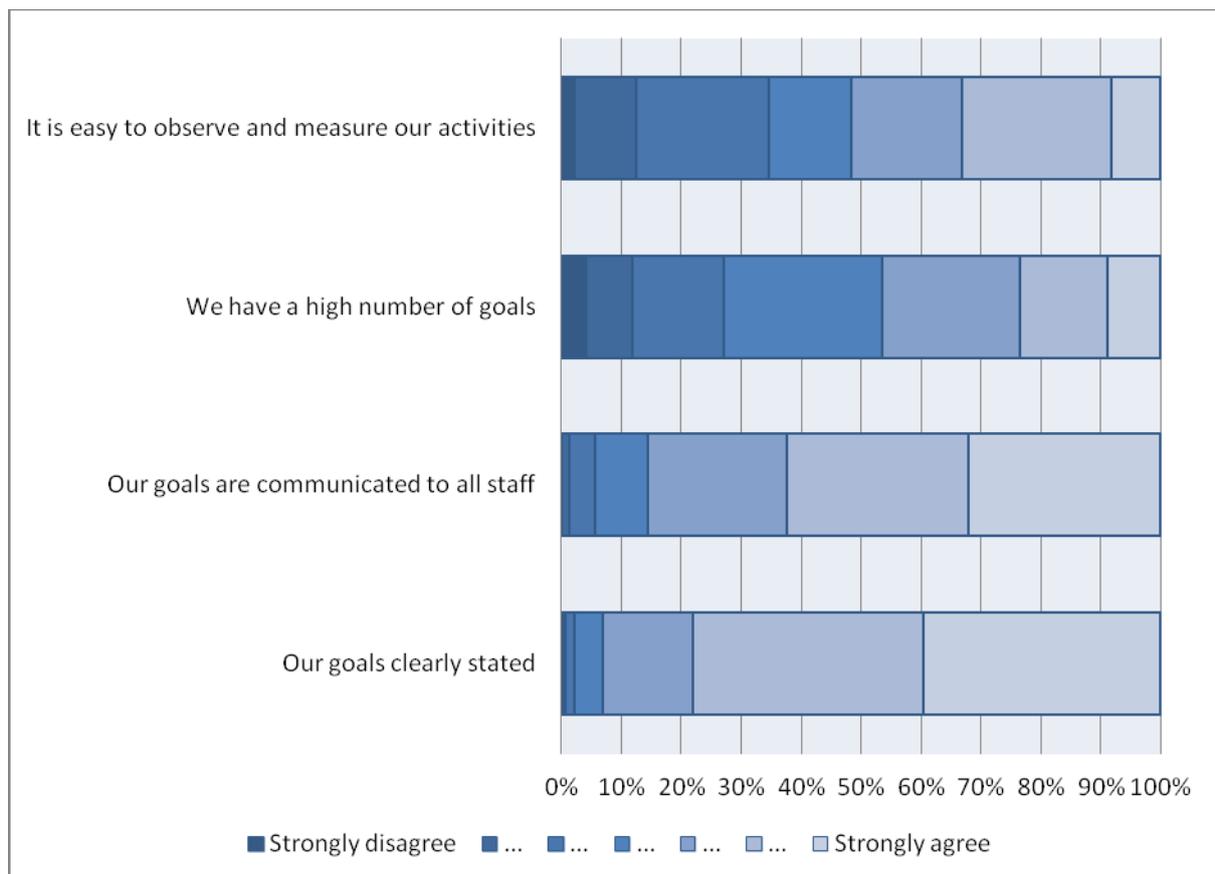


5. Characteristics of the work context in public administration

This chapter analyses how senior agency managers perceive their work context and examines to what extent the results indicate that management practices can be incorporated successfully to public administration.

Goal ambiguity (Figure 12). Debates in the literature about goal ambiguity tend to emphasise that performance management is best implemented when goals are limited, clearly stated and communicated, and activities are easily observed and monitored. Agency respondents overall agree that their organisational goals are clearly stated and communicated to all staff (93 per cent and 86 per cent rather agree respectively). Just under half of respondents rather agree they have a high number of goals though 27 per cent rather disagree. The majority agree with the statement that it is easy to observe and measure their activities (52 per cent rather agree versus 35 per cent rather disagree). Compared to senior civil servants, agency managers are somewhat more likely to feel that their goals are clearly stated and communicated, to say that their goals are observable and measurable, and are less likely to say they have a high number of goals.

Figure 12: Goal ambiguity (Q: To what extent do the following statements apply to your organisation?) (n=144-146)

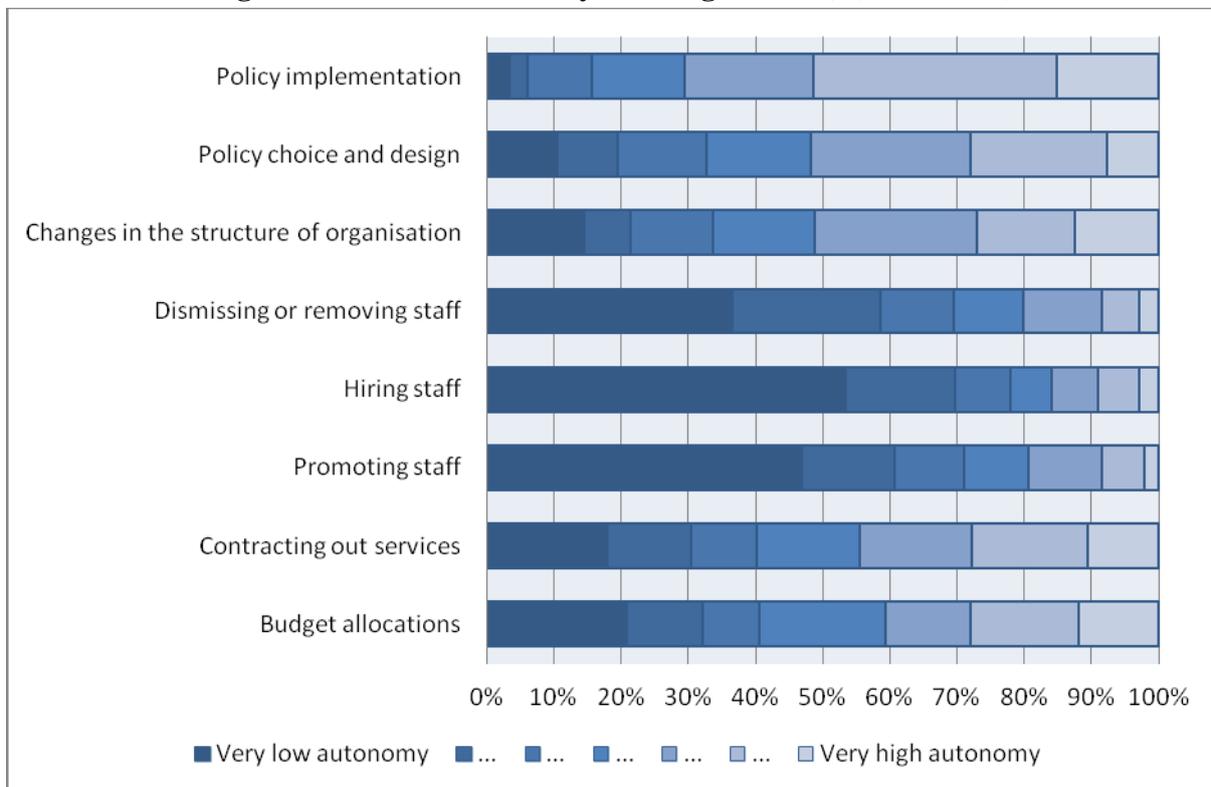


Management autonomy (Figure 13). The lowest degree of management autonomy is expressed with regard to hiring staff (78 per cent rather low autonomy), promoting staff (71 per cent) and dismissing or removing staff (70 per cent). Views on autonomy are more evenly split with regard to contracting out of services and budget allocation. The highest level of autonomy is in regard to policy implementation (71 per cent rather agree they have high autonomy versus 16 per cent rather disagree).

These levels of management autonomy are generally lower than those expressed in the COCOPS sample. For example only 16 per cent feel they have a rather high degree of autonomy in hiring staff compared to 41 per cent in the COCOPS sample. A similar degree of difference is shown with regard to promoting staff (19 per cent expressing a rather high degree of autonomy compared to 38 per cent). The only exceptions are with regard to policy implementation and policy choice and design, where respondents express a higher degree of autonomy than the COCOPS sample. This reflects the fact that historically the management of the Irish public service has tended to be relatively highly centralised, and also that in response to the financial crisis measures were introduced which further restrict the ability of managers with regard to issues such as staff recruitment or promotion.

Even though the levels of autonomy are lower than the COCOPS sample, they are higher than for the civil service in all areas, apart from policy implementation and policy choice and design. For example 44 per cent of agency managers feel they have rather high autonomy with regard to contracting out services compared to 28 per cent of senior civil servants.

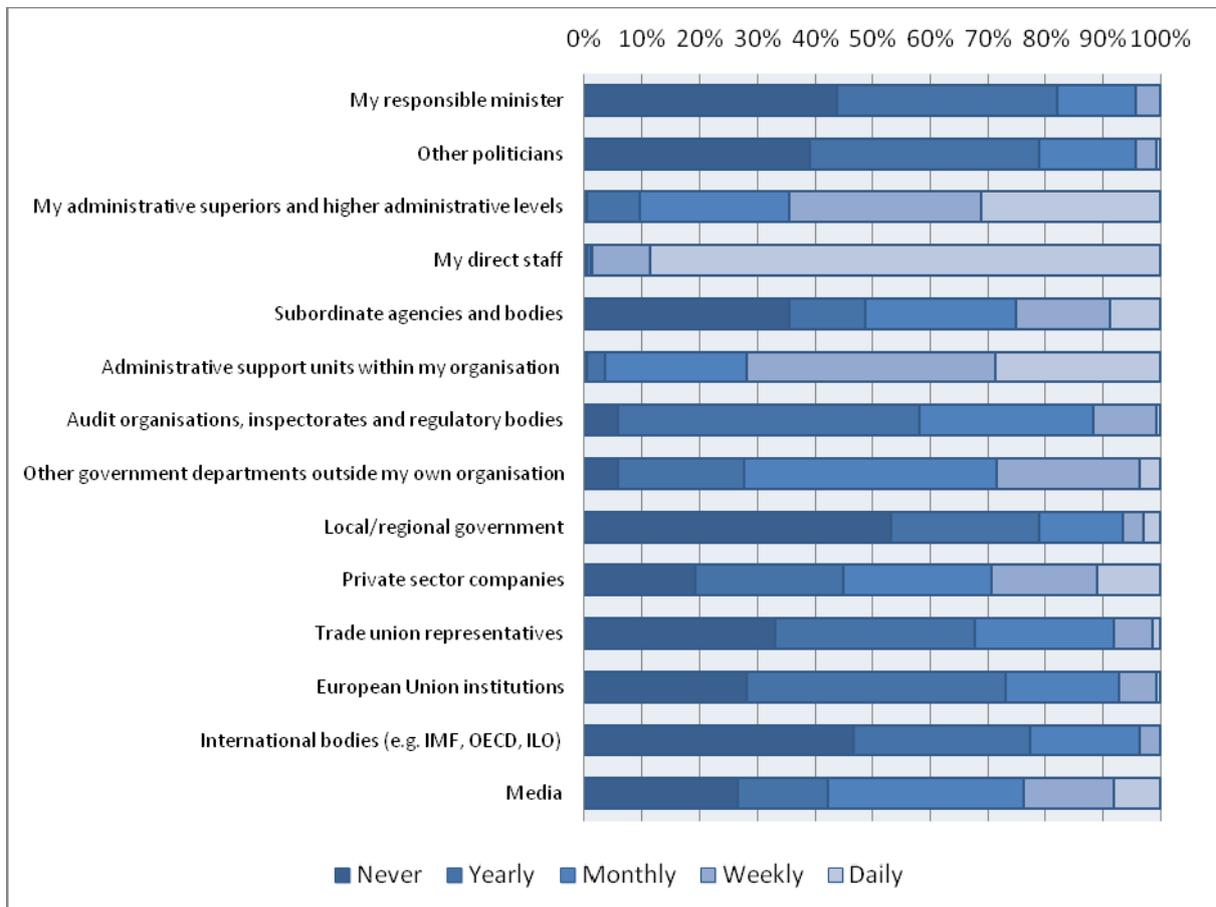
Figure 13: Degree of management autonomy (Q: In my position, I have the following degree of decision autonomy with regard to ...) (n=143-146)



Interaction frequency (Figure 14). This question explores the degree to which senior public executives interact with different stakeholders. By far the highest level of interaction of respondents, as might be expected, is with their direct staff (89 per cent state they interact with their staff on a daily basis). The next highest levels of interaction are also internal to the organisation: with administrative support units (72 per cent at least weekly) and administrative superiors (64 per cent at least weekly).

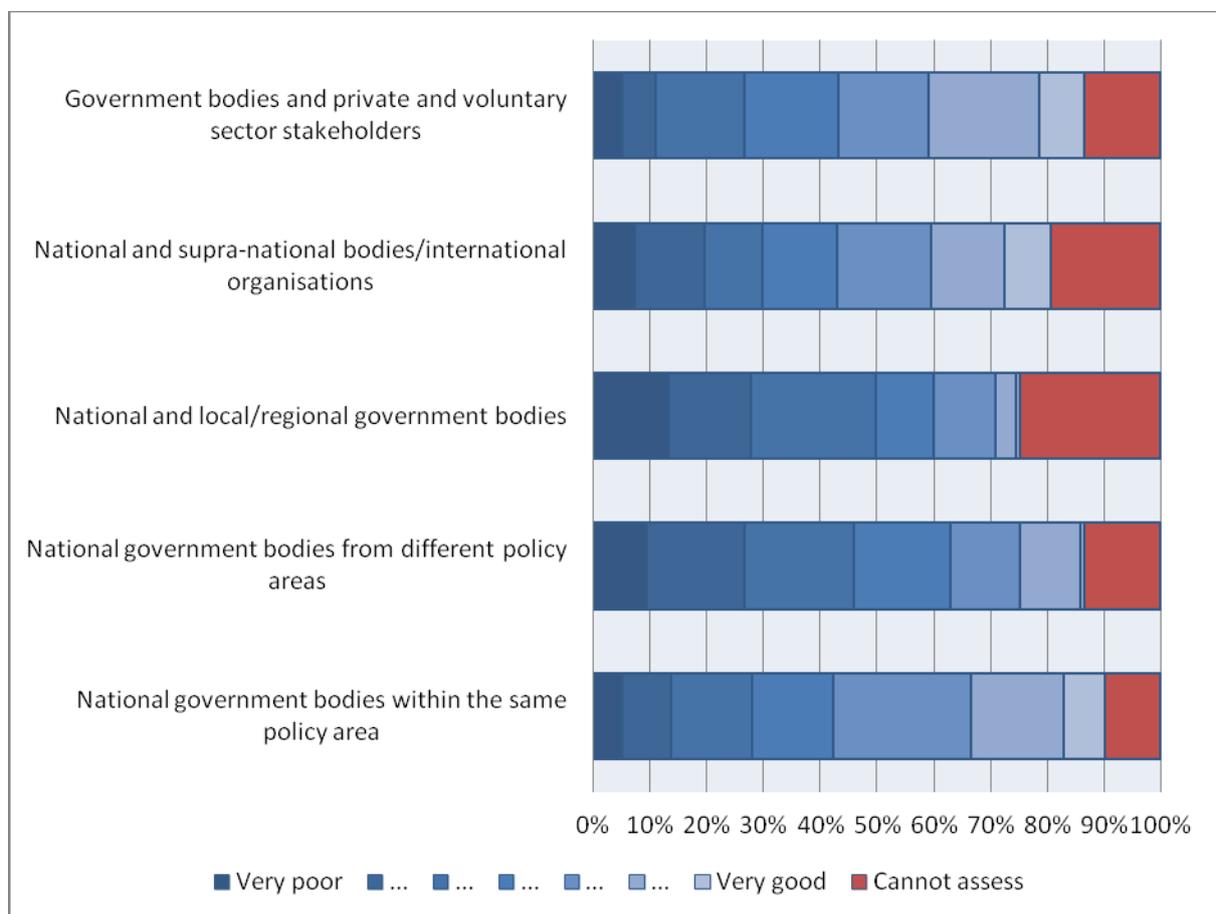
There is a relatively limited degree of direct political interaction given the sample is of senior officials. Almost half (44 per cent) state that they never interact with their responsible minister, with a further 38 per cent stating they only interact with him/her yearly. Contact with other politicians is similarly infrequent. There is also a low level of interaction with EU institutions, with 7 per cent interacting on a weekly or daily basis but 28 per cent never interacting and 45 per cent only interacting on a yearly basis. And there is an even lower level of interaction with regional and local government, with over half (53 per cent) never interacting with local and regional government and a further 25 per cent interacting only yearly. Compared to the COCOPS sample, there is a lower level of interaction with stakeholders outside their own organisation, notably with local and regional government, illustrating the centralised nature of Irish public services.

Figure 14: Interaction frequency (Q: Please indicate how frequently you typically interact with the following actors or bodies) (n=115-139)



Coordination quality (Figure 15). It should first be noted that a significant proportion of respondents (between 10 and 25 per cent) did not feel able to assess the quality of coordination with other actors in their organisation’s policy field. Of those who could answer, the highest level of coordination is with national government bodies in the same policy area (53 per cent feel coordination is rather good), and with the private and voluntary sector (50 per cent feel coordination is rather good). The lowest level of coordination is seen as between national and local/regional government (two-thirds feel coordination is rather poor) and with national government bodies in different policy areas (just over half feel coordination is rather poor). This perception of poor coordination has implications for the management of cross-cutting issues. There are more mixed views on the quality of coordination with supra-national and international bodies, with 47 per cent viewing coordination as rather good and 37 per cent as rather poor. The main difference with the COCOPS sample is there is a much lower perceived level of coordination between national and local and regional government (20 per cent seeing coordination as rather good versus 40 per cent for the COCOPS sample). This probably reflects the relatively higher status and range of functions carried out by local government in many other European countries. Compared to the views of senior civil servants, coordination is seen as somewhat poorer in all areas apart from with private and voluntary sector stakeholders.

Figure 15: Coordination quality (Q: How would you characterise the coordination in your own policy field between ...) (n=103-126)

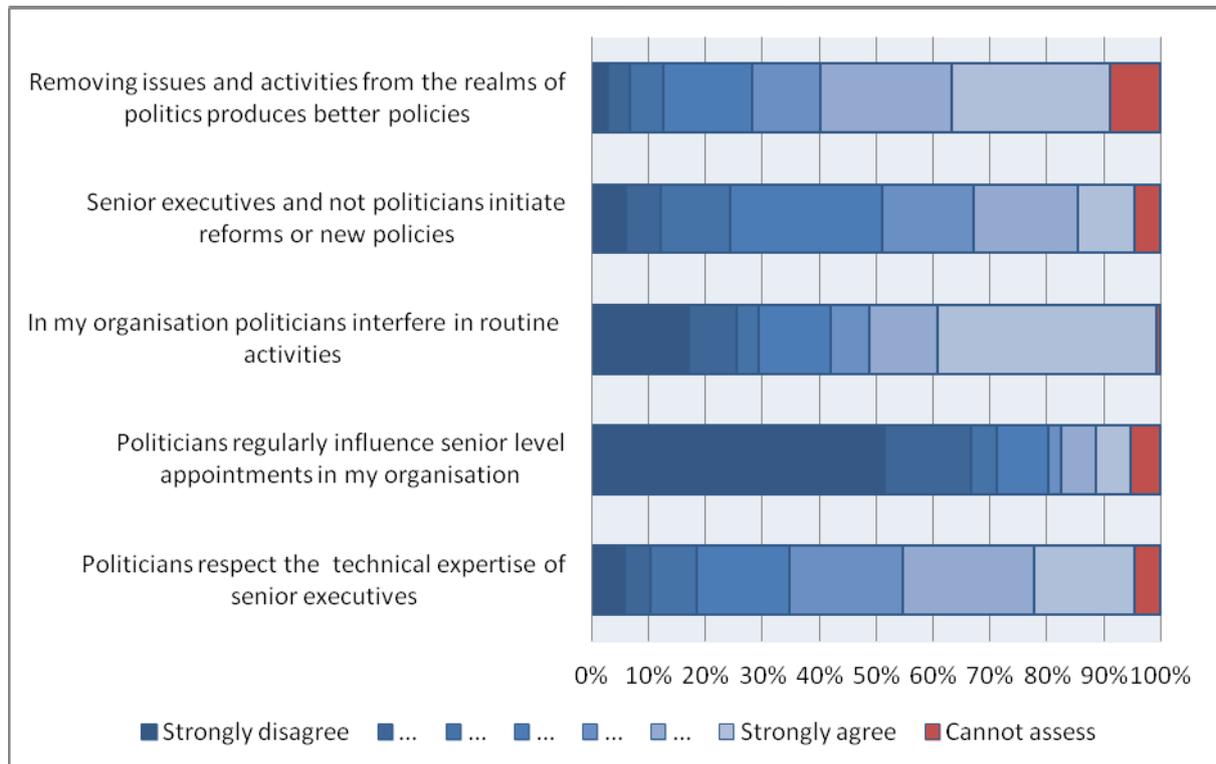


Degree of politicisation (Figure 16). Agency managers were asked about the degree of politicisation in their work, and the degree to which decisions are based on technical or political criteria. Roughly two-thirds (69 per cent) of respondents rather agree with the statement that removing issues and activities from the realms of politics produces better policies. At the same time, 64 per cent feel that politicians respect the technical expertise of the administration (as opposed to 19 per cent who rather disagree with this statement). More feel that the administration and not the political level initiate reforms or new policies (46 per cent rather agree with this statement versus 26 per cent who rather disagree).

64 per cent of respondents feel that politicians do interfere with routine activities. But there is a strong majority view that politicians do not influence senior level appointments (three-quarters rather disagree with the statement that politicians regularly influence senior level appointments in my organisation, as opposed to 15 per cent who rather disagree).

Compared to the COCOPS sample, agency managers are much more likely to see the appointments process as independent of politicians (75 per cent rather disagree with the statement that politicians regularly influence senior level appointments versus 39 per cent in the COCOPS sample). On the other hand, respondents are more likely to agree that politicians interfere in routine activities (33 per cent rather agree versus 22 per cent). Agency managers are also somewhat more likely to agree that the administration rather than the political level initiates reforms or new policies. Compared to senior civil servants, agency managers are more likely to view the appointments process as independent of politicians, but are also more likely to agree that politicians interfere with routine activities.

Figure 16: Degree of politicisation (Q: What is your view on the following statements ...) (n=122-132)



6. Relevance of New Public Management and post New Public Management reforms

This section provides information on the perceptions of senior agency managers with regard to the implementation of New Public Management (NPM) and post NPM reforms, the latter being characterised by a stronger emphasis on collaboration and network forms of governance. The respondents were asked to assess the type and character of reform trends in their policy field, their organisation and their own working practices.

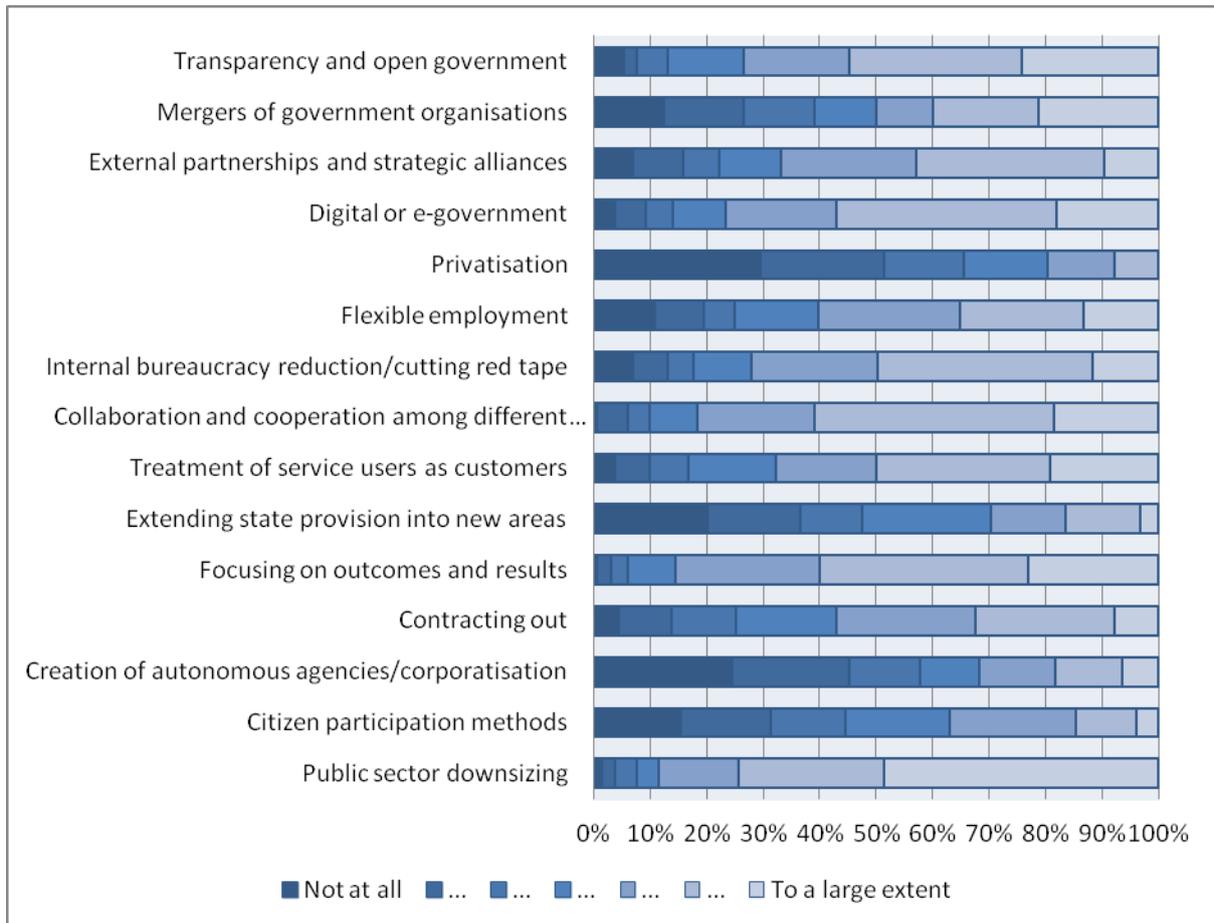
6.1 Policy field level

Reform trends (Figure 17). Public sector reform trends can have very different characteristics. While what might be regarded as ‘typical’ NPM reforms include measures like performance management, contracting out, privatisation or more flexible employment, post NPM reforms have been characterised as adopting reforms such as enhancing transparency, partnership working, citizen participation or reducing bureaucracy. Overall, 88 per cent of agency managers believe that public sector downsizing has been a rather important reform, while a similarly high percentage, 85 per cent see focusing on outcomes and results as one of the most important reforms in their policy areas. Collaboration and cooperation among different public sector actors (82 per cent), digital or e-government (77 per cent), and transparency and open government (73 per cent) and are the next three most important ranked reforms. The reforms that respondents thought least important are privatisation (66 per cent), the creation of autonomous agencies (58 per cent regard this as not at all or only of limited importance), and extending state provision into new areas (48 per cent).

These rankings are broadly as might be expected, given the emphasis on budget cuts and staffing reductions in recent years. The highlighting of collaboration and cooperation among different public sector actors as an important reform trend is perhaps a little surprising, given the low score given to coordination in Figure 15. It suggests possibly a gap between the rhetoric and practice of reform in this area.

When compared to the average results from the COCOPS sample, agency managers rate contracting out, a focus on outcomes and results and transparency and open government as more important reform trends. Compared to civil service respondents, agency managers are somewhat more likely to view the listed reform trends as more important, particularly flexible employment.

Figure 17: Importance of reform trends (Q: How important are the following reform trends in your policy area?) (n=126-130)

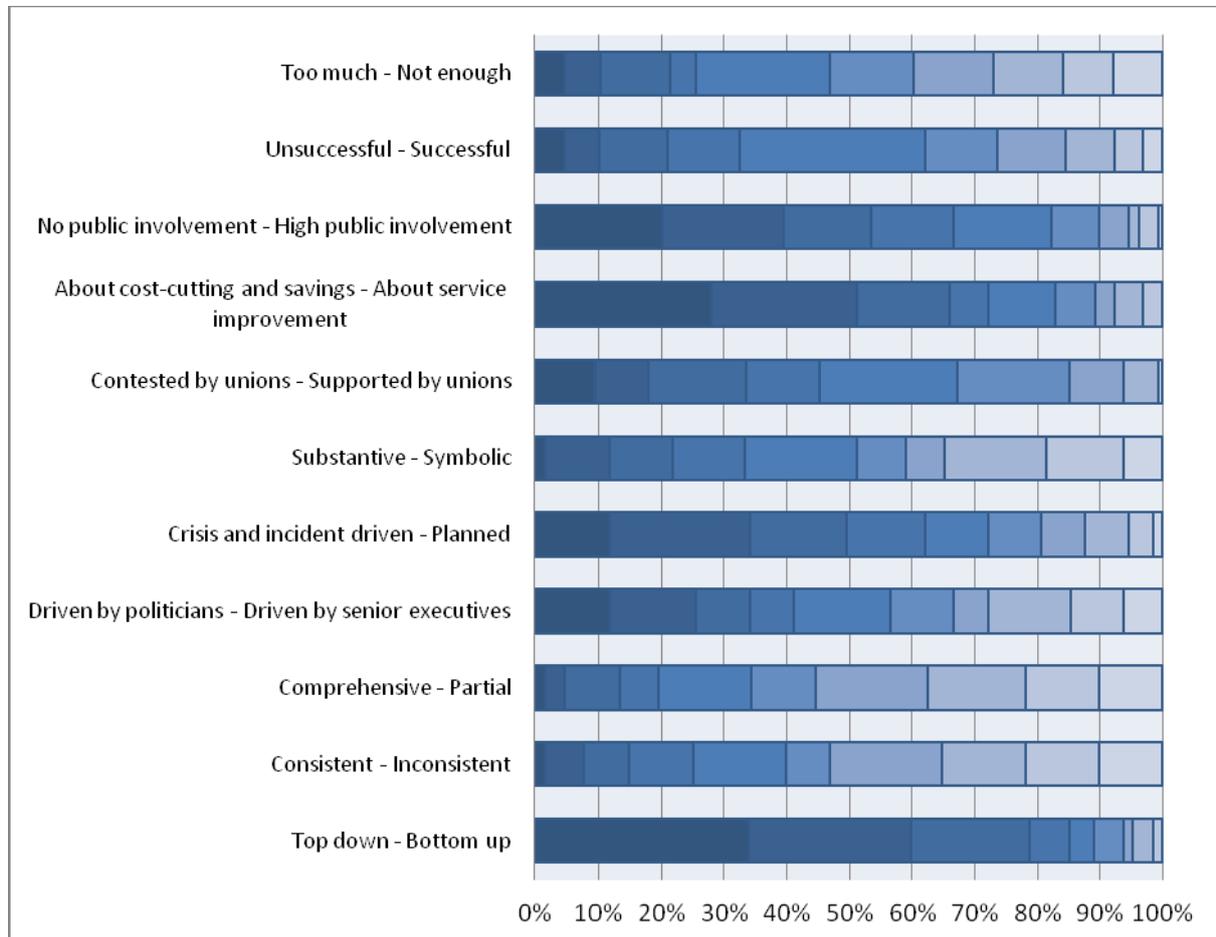


Dynamics of public sector reform (Figure 18). The vast majority of respondents (89 per cent registering points 1-5 on the ten point scale) feel that the reforms have been more top down than bottom up. A high percentage also feel that the reforms have been more about cost cutting and savings than about service improvement (83 per cent), and have had tended towards no public involvement rather than high public involvement (82 per cent). Respondents are also more likely to see the reforms as crisis driven, partial and contested by unions than planned, comprehensive and supported by unions. Views are relatively even split as to whether reforms are consistent or inconsistent, or too much versus not enough. A small majority (57 per cent versus 43 per cent) feel that the reforms are more driven by politicians than by senior executives. Respondents regard the reforms as more unsuccessful than successful (62 per cent versus 38 per cent).

The results are broadly in line with the COCOPS sample. Agency managers, however, are somewhat more likely to view the reforms as partial and symbolic. On the other hand they are somewhat less likely to say that there has been too much reform, and are somewhat more likely to see the reform process as being consistent. Compared to civil service respondents, agency managers are more likely to see the reforms as unsuccessful (62 per cent versus 33

per cent), opposed by unions (67 per cent versus 40 per cent), driven by politicians (57 per cent versus 39 per cent), and crisis and incident driven (72 per cent versus 54 per cent).

Figure 18: Dynamics of public sector reform (Q: Public sector reforms in my policy area tend to be ...) (n=126-129)



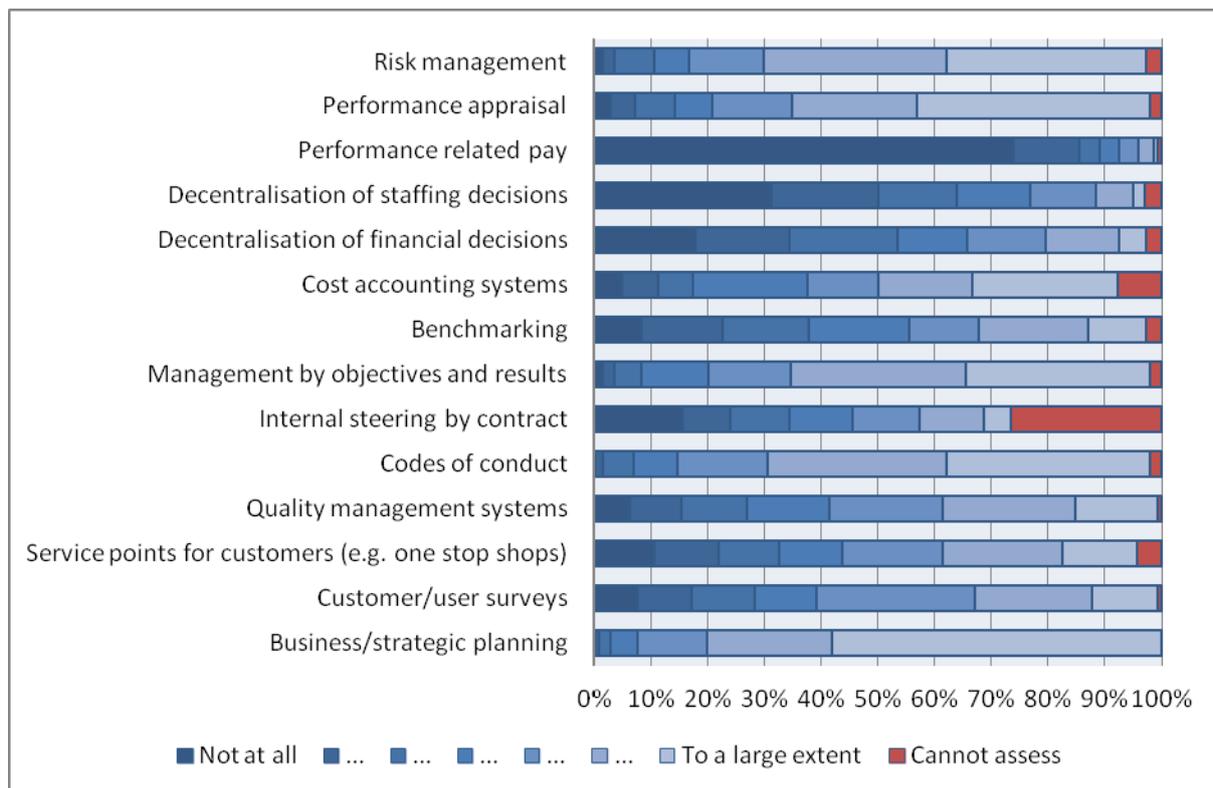
6.2 Organisational level

Management instruments (Figure 19). Moving on to the organisational level, respondents were asked about the extent to which different management instruments are used in their organisation. The most commonly used of the listed instruments are business/strategic planning, codes of conduct, risk management, management by objectives and results, and performance appraisal (the percentage that indicate they use these to a rather large extent being 93, 85, 83, 80, and 79 per cent respectively). Those management instruments less frequently used include decentralisation of staffing and financial decisions (55 per cent and 66 per cent respectively indicate they use these not at all or to a limited extent). The instrument by far least frequently used is performance related pay, with 74 per cent of respondents indicating it is not used at all, and only 7 per cent indicating it is used to a rather large extent).

The one instrument many respondents (27 per cent) indicate they could not assess is internal steering by contract, suggesting that the concept is not a familiar one in agencies. Of those that did respond to this question, the majority believe it is only used to a limited extent or not at all.

In comparison with the COCOPS sample, agency managers put a much greater emphasis on risk management as an important management instrument (83 per cent use it to a rather large extent compared to 50 per cent for the COCOPS sample). Respondents are also more likely to make use of business/strategic planning and codes of conduct. Conversely, respondents make less use of performance related pay (90 per cent versus 62 per cent do not use it at all or only use it to a limited extent). Compared to civil service respondents, agency managers are somewhat more likely to make use of all the management instruments listed apart from performance appraisal. This is particularly the case with regard to cost accounting, customer/user surveys, and service points for customers.

Figure 19: Relevance of different management instruments (Q: To what extent are the following instruments used in your organisation?) (n=105-146)

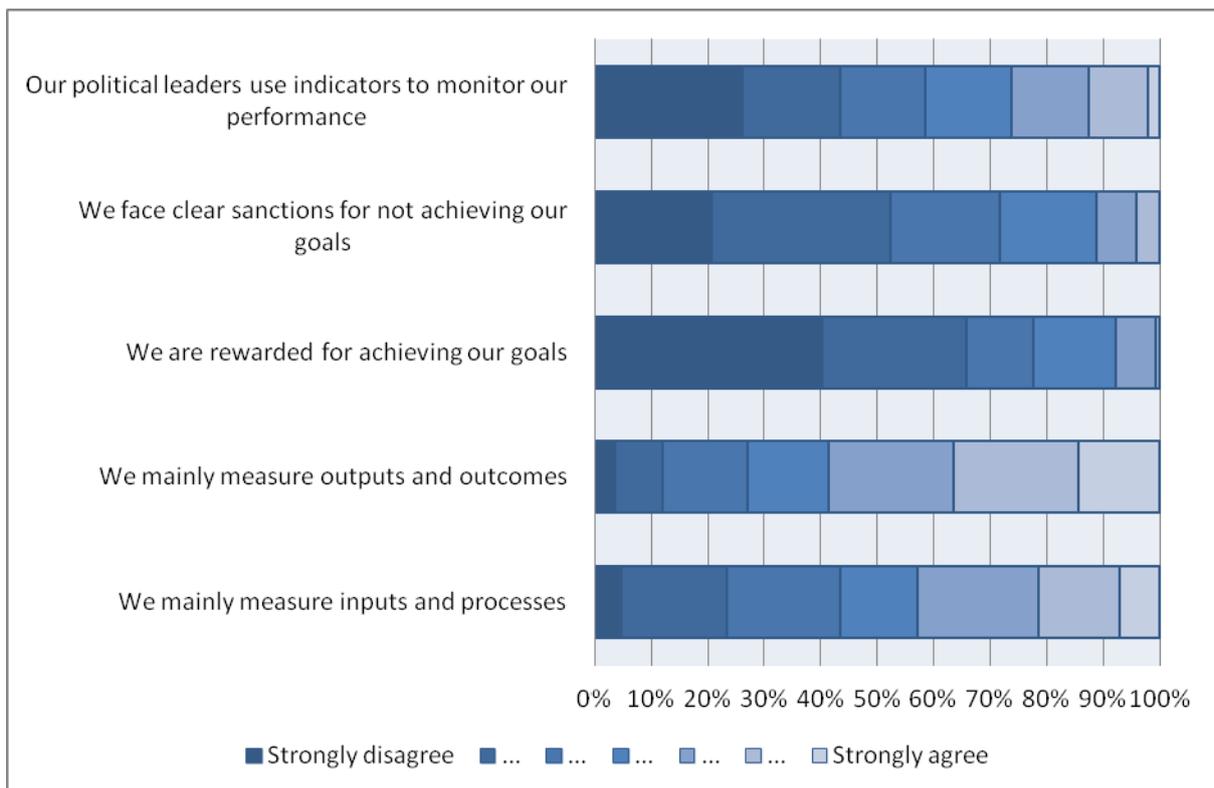


Relevance of performance management (Figure 20). Agency managers were asked to indicate the relevance of performance management in their organisation. The strongest expressed reaction was to the statement ‘we are rewarded for achieving our goals’. 40 per cent strongly disagree with this statement, and 78 per cent in all rather disagree. Respondents also feel that they would not face sanction for not achieving their goals (72 per cent rather disagree that they would face clear sanctions for not achieving their goals). The majority also

disagree with the statement that political leaders use indicators to monitor executive performance (59 per cent rather disagree with this statement). Views are evenly split as to whether they mainly measure inputs and processes, but most agree they mainly measure outputs and outcomes (59 per cent rather agree they mainly measure outputs and outcomes as opposed to 27 per cent who rather disagree).

The main difference with the COCOPS sample is that agency managers are much less likely to feel that they are rewarded for achieving their goals (only 8 per cent rather agree versus 22 per cent in the COCOPS sample). The fact that the survey was carried out shortly after senior officials had received further pay cuts and reductions in terms and conditions arising from the government response to the financial crisis is likely to have influenced views here. Compared to civil service respondents, views are broadly the same except for the fact that agency managers are more likely to agree they mainly measure outputs and outcomes (59 per cent rather agree versus 42 per cent).

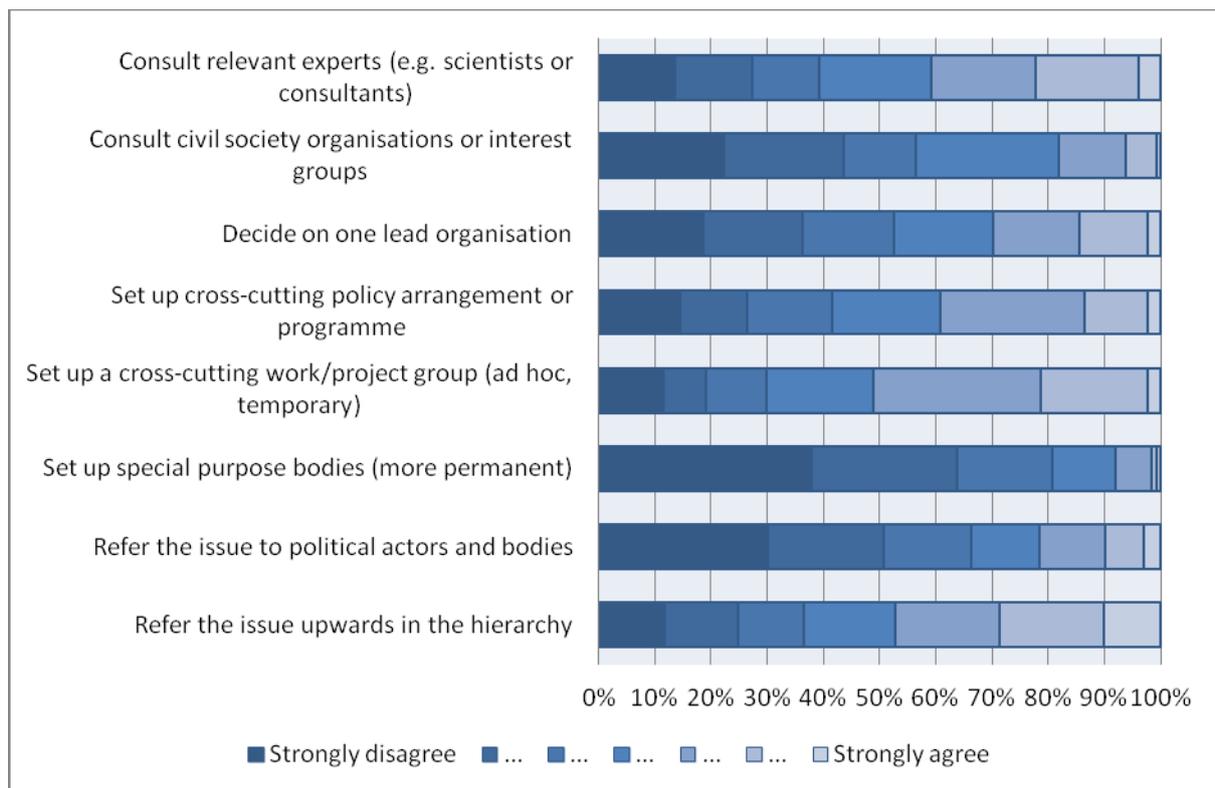
Figure 20: Relevance of performance management (Q: To what extent do the following statements apply to your organisation?) (n=140-145)



Coordination solutions (Figure 21). The question on coordination solutions is intended to capture the extent to which post NPM reforms, in the form of new coordination mechanisms and measures to counter fragmentation, have been implemented. When faced with coordination problems, agency managers are most likely to set up a temporary cross-cutting work group or refer the issue up the hierarchy (52 per cent and 47 per cent rather agree respectively). The least favoured option is setting up special purpose bodies.

Despite almost half of respondents agreeing that they would typically refer a coordination issue up the hierarchy, agency managers are less likely to favour this route than the COCOPS sample (47 per cent rather agree as opposed to 67 per cent rather agree in the COCOPS sample). Compared to civil service respondents, agency managers are somewhat less likely to use all of the listed approaches, particularly setting up a special purpose body and referring the issue to political actors and bodies.

Figure 21: Coordination solutions (Q: When my organisation's responsibility or interests conflict or overlap with that of other organisations, my organisation typically ...) (n=124-131)



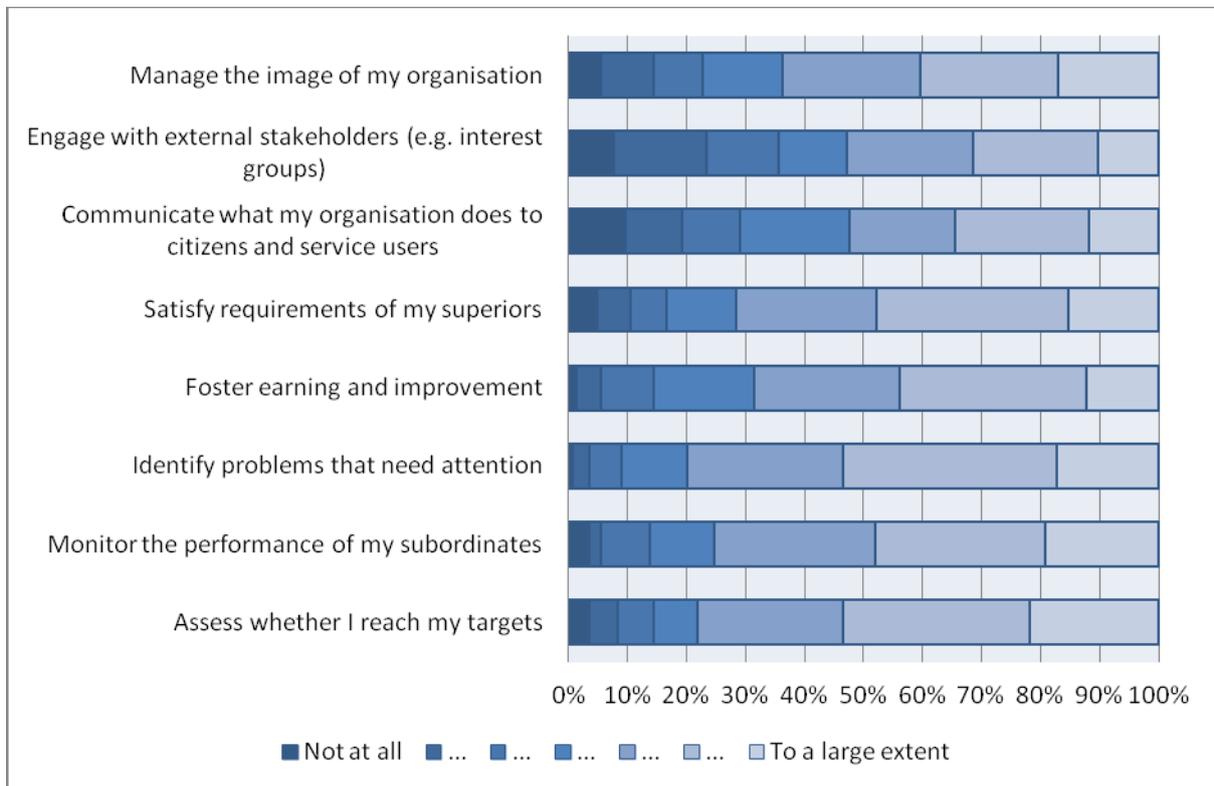
6.3 Individual level

Use of performance indicators (Figure 22). At the individual level, around three-quarters of agency managers note that they use performance indicators to assess whether they reach their targets, identify problems that need attention, and monitor the performance of their subordinates. The categories where least respondents agree they use performance indicators is in communicating what their organisation does to citizens and service users and engaging with external stakeholders (52 and 53 per cent rather agree respectively).

For all of the statements listed, agency managers say they use performance indicators to a rather large extent to a much higher degree than the COCOPS sample average. For example 78 per cent say they use performance indicators to assess if they reach their targets to a rather large extent compared to 57 per cent for the COCOPS sample. 53 per cent say they use indicators to a rather large extent to engage with external stakeholders compared to 32 per

cent. Compared to civil service respondents, agency managers are somewhat more likely to use performance indicators, particularly with regard to managing the image of the organisation (64 per cent rather agree versus 49 per cent).

Figure 22: Use of performance indicators (Q: In my work I use performance indicators to ...) (n=144-146)

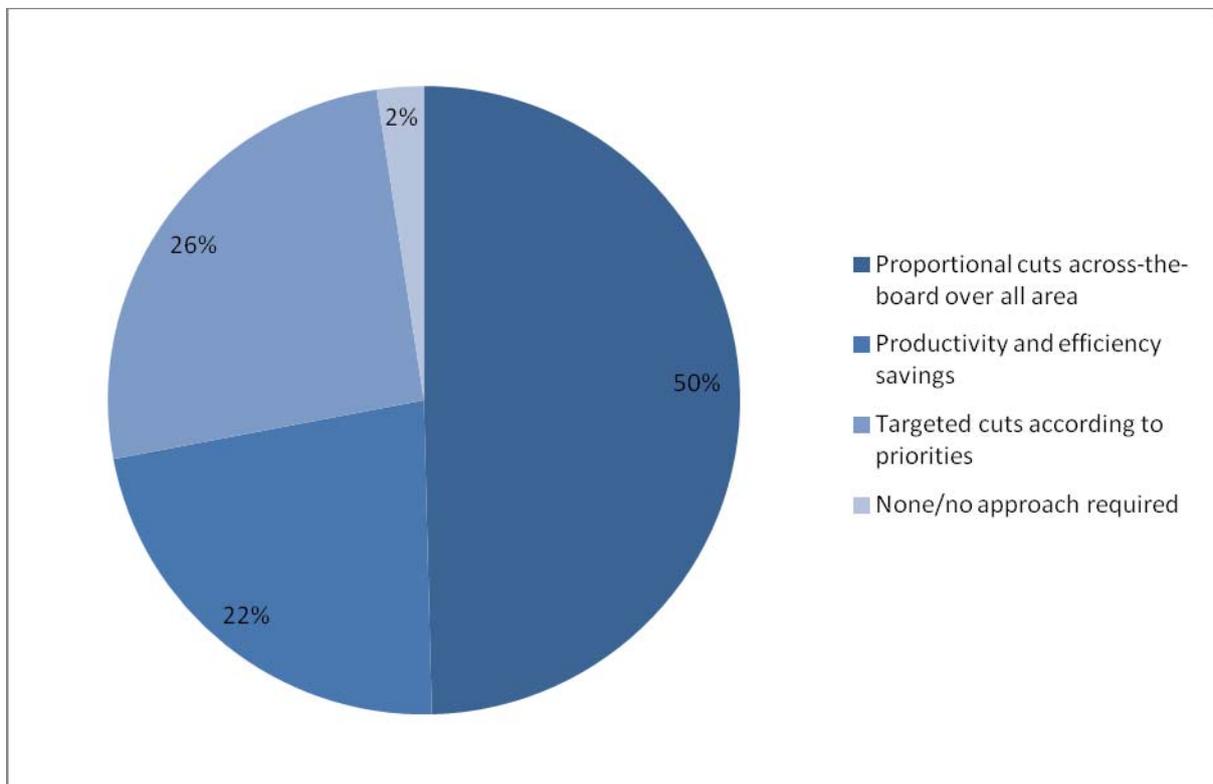


7. Impact of the fiscal crisis on public administration

The international fiscal crisis combined with domestic challenges and mistakes, has had a profound impact on Ireland. As set out in section 2.2, in response to the crisis, the government has reduced numbers and pay levels in the public service as part of the fiscal response required to address excessive levels of expenditure given available revenue streams. The government has also embarked on an extensive programme of public service reform, with initiatives such as shared services, centralised procurement and e-government to the fore in an attempt to enhance efficiency while at the same time continuing to deliver effective public services.

Main saving strategies (Figure 23). Concerning the savings in specific policy areas, half of the respondents indicate that they feel the broad approach to achieving savings has been through the use of proportional cuts across the board. 26 per cent indicate that targeted cuts have been the main approach, while 22 per cent indicate the use of productivity and efficiency savings. Compared to the COCOPS sample a smaller proportion (2 per cent versus 11 per cent) suggests that there were no cutbacks applied in their policy area. Compared to civil service respondents, a higher proportion of agency managers indicate the use of proportional cuts across the board (50 per cent versus 37 per cent).

Figure 23: Cutback measures at organisational level (Q: In response to the fiscal crisis, how would you describe the broader approach to realising savings in your policy area?) (n=195)



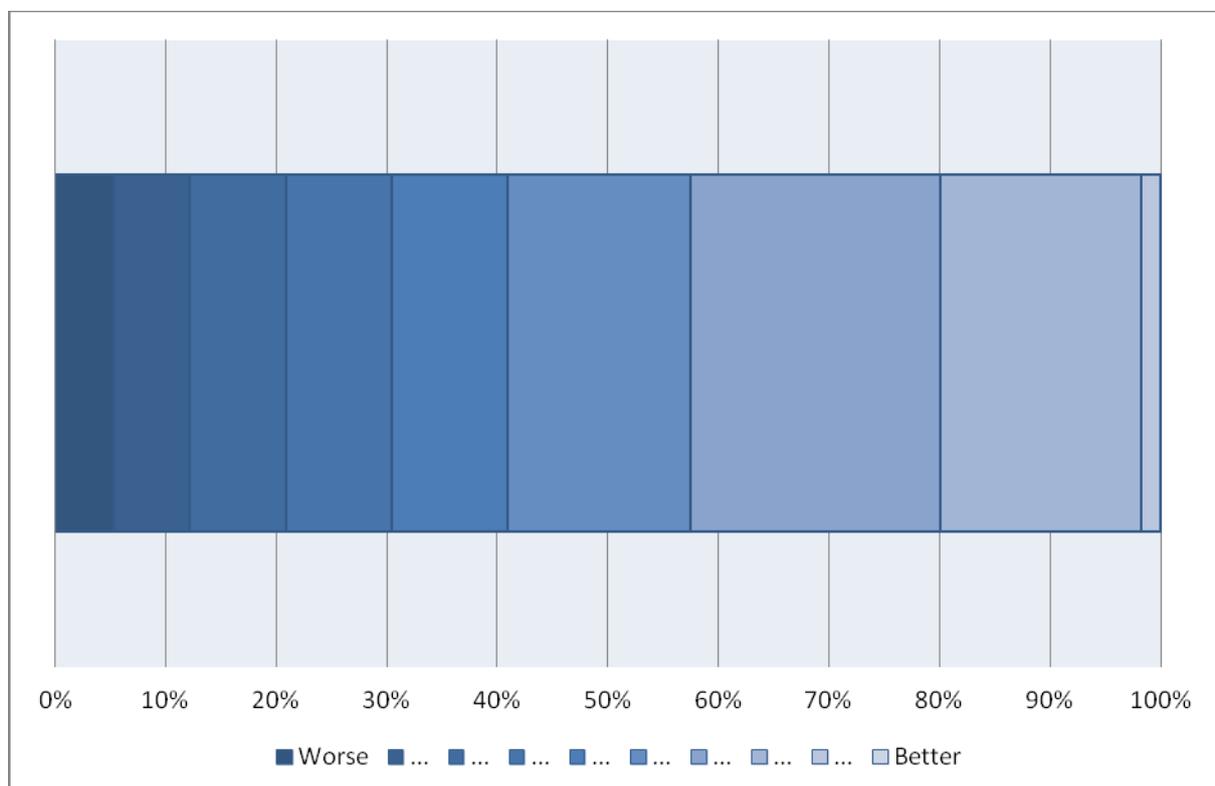
8. Impact of public administration reform

One of the main goals of the COCOPS study is to obtain systematic information on how senior public servants assess the impact of the various managerial reforms at a policy, organisational and individual levels. In this section, the results are presented with regard to these themes.

8.1 Overall assessment of public administration reforms

Overall assessment of public administration (Figure 25). Agency managers on the whole feel that public administration has got better over the five years to the end of 2013: 59 per cent feel that it has got better, and 41 per cent feel that it has got worse. The majority of respondents (41 per cent marking boxes 7 or 8 on a 10 point scale) feel that public administration has got somewhat better. This finding needs to be interpreted in the context of the scale of cutbacks applied to the public service over this period. Also, it reflects more positive views on the reform process than the COCOPS sample (where 54 per cent opted for got better versus 46 per cent who feel it has got worse) where in most countries cutback measures have not been applied to the same extent. So to some extent this might be seen as a rather positive assessment by agency managers. The result is in line with that of civil service respondents.

Figure 25: Overall PA assessment (Q: Compared with five years ago, how would you say things have developed when it comes to the way public administration runs in your country?) (n=167)

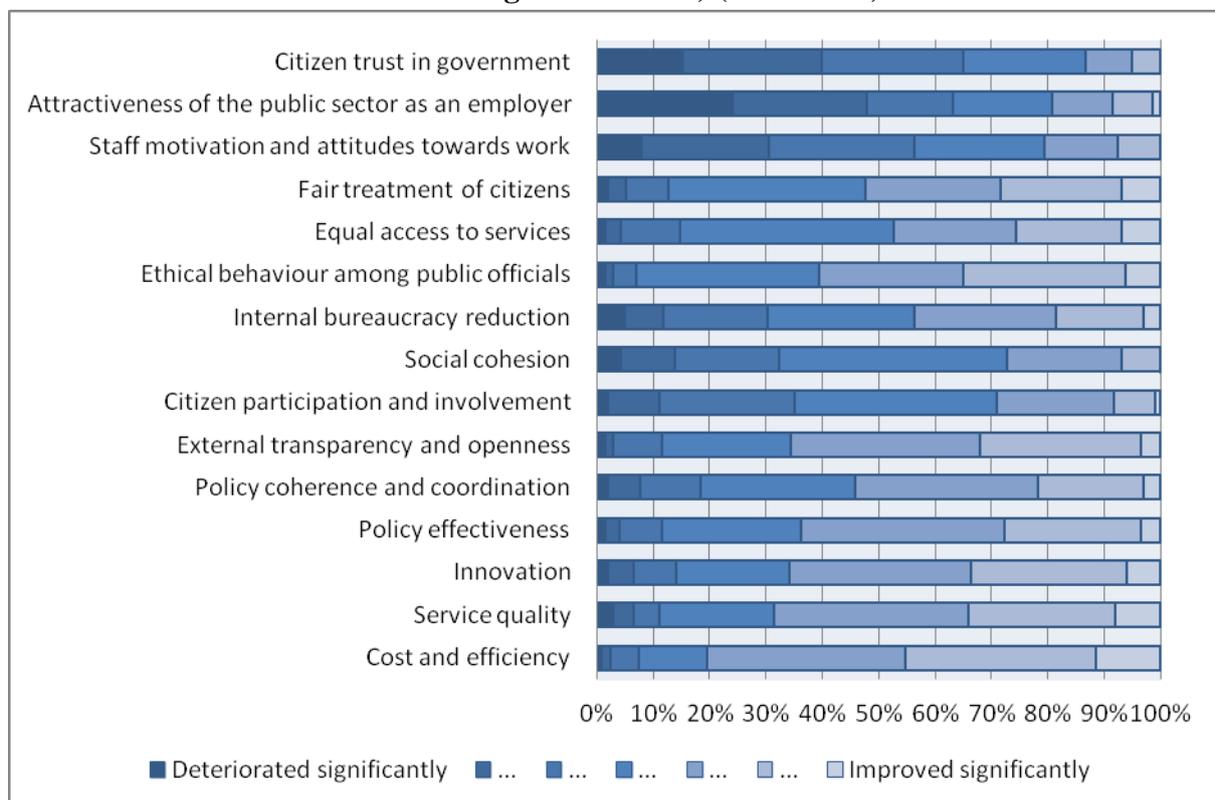


8.2 Impact within policy fields

Developments in public administration (Figure 26). The dimensions where agency managers feel there has been the greatest improvement in performance over the last five years are in terms of cost and efficiency, external transparency and openness, innovation, and service quality (77, 68, 66 and 65 per cent respectively rather agree that things have improved significantly). Dimensions where respondents feel that there has been the greatest deterioration are in terms of citizen trust in government, attractiveness of the public sector as an employer, and staff motivation (70, 64 and 54 per cent respectively rather feel that things have deteriorated significantly).

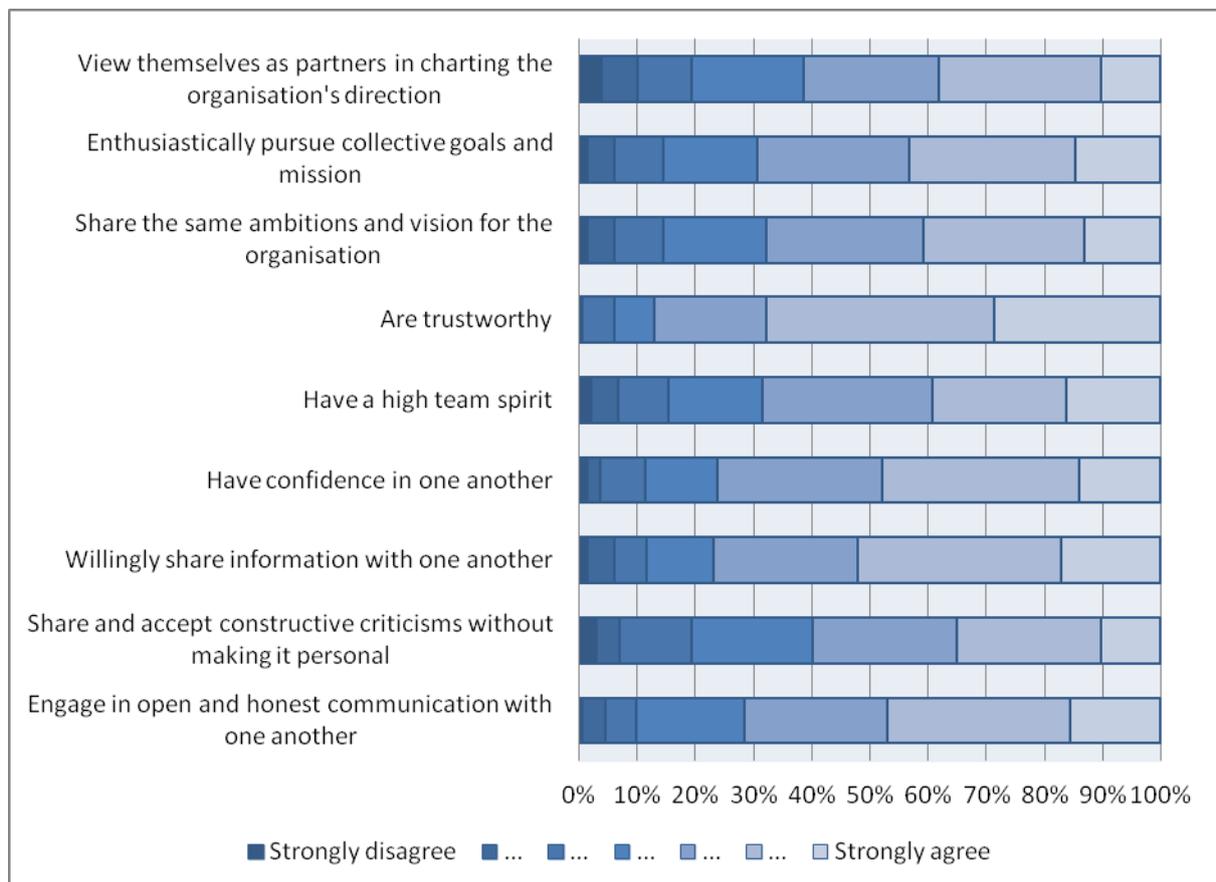
Compared to the COCOPS sample, agency managers tend to be somewhat more positive in their assessment of how public administration has performed over the last five years. Notably with regard to policy coherence and coordination, external transparency and openness, cost and efficiency, policy effectiveness, and ethical behaviour, a larger share of respondents feel things have improved (51 per cent versus 35 per cent, 68 per cent versus 53 per cent, 77 per cent versus 64 per cent, 53 per cent versus 41 per cent, and 58 per cent versus 47 per cent respectively). Conversely, agency managers are more likely to feel that things have deteriorated with regard to citizen trust in government, the attractiveness of the public sector as an employer and staff motivation (70 per cent versus 48 per cent, 64 per cent versus 45 per cent, and 54 per cent versus 41 per cent respectively).

Figure 26: Different performance dimensions (Q: Thinking about your policy area over the last five years how would you rate the way public administration has performed on the following dimensions?) (n=121-126)



Social capital and trust (Figure 27). The survey aimed to assess the type of impact that public administration reforms has had upon social capital, trust and social cohesion within organisations. Agency managers tend to agree with all the statements listed. The largest share of respondents agree that people in their organisation are trustworthy (87 per cent rather agree), willingly share information with one another (77 per cent), and have confidence in one another (76 per cent). The aspects of social capital and trust that show the largest share of disagreement (though most are in agreement) are in terms of sharing and accepting constructive criticism without making it personal and viewing themselves as partners charting the organisation’s direction (19 per cent in each case rather disagree). In all, the findings suggest that a notable majority of respondents feel they operate in organisations with high organisational social capital, meaning high levels of shared organisational value-sets, trust and pro-social behaviour among their employees. The results are slightly more positive towards high social capital than those obtained in both the COCOPS and the civil service respondent samples.

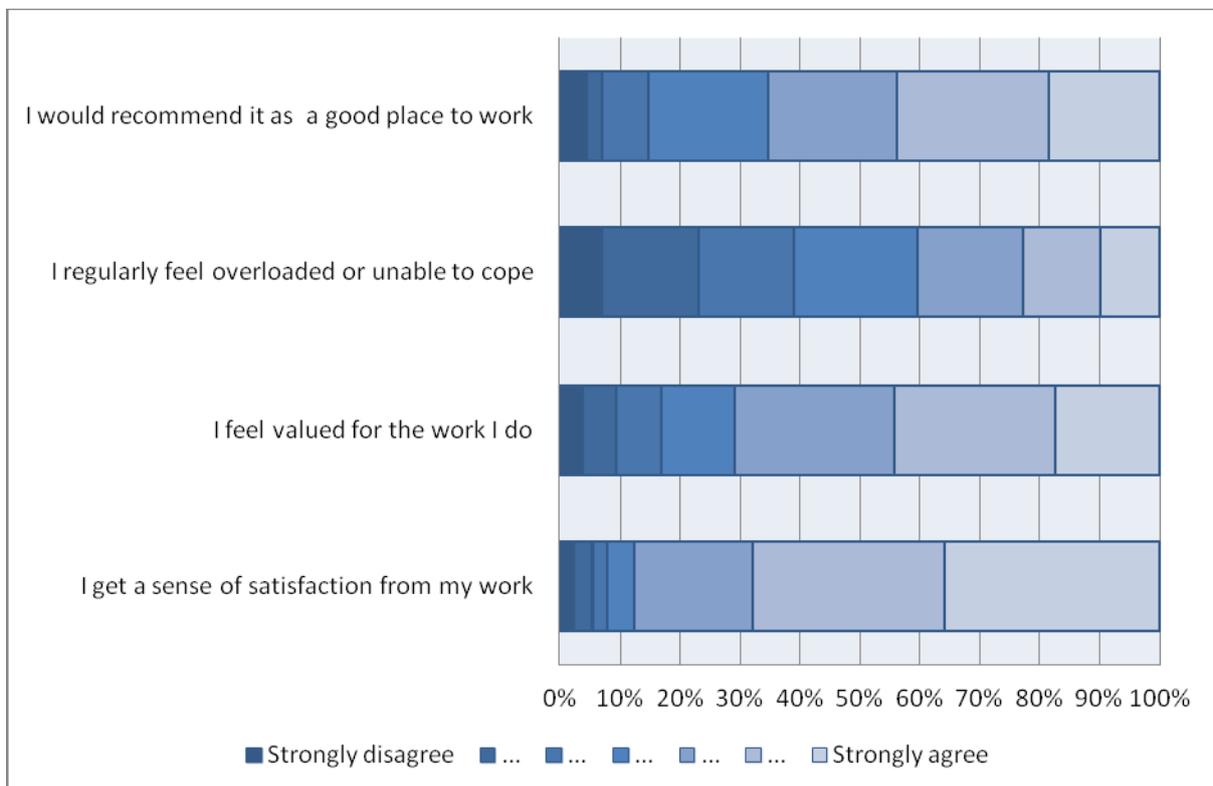
Figure 27: Social capital and trust (Q: People in my organisation ...) (n=129-130)



8.3 Impact at the individual level

Job satisfaction (Figure 28). Overall results are positive with regard to individual's perception of their job satisfaction. 88 per cent of agency managers rather agree that they get a sense of satisfaction from their work. 71 per cent feel valued for the work they do. And 65 per cent would recommend their organisation as a good place to work. The only aspect where there is a more even split of views is in regard to the statement 'I regularly feel overloaded or unable to cope': 41 per cent rather agree with this statement and 39 per cent rather disagree. The response to this statement is also the only notable difference with the COCOPS sample where 60 per cent rather disagree they feel overloaded or unable to cope. This suggests that the impact of the downsizing of the public service may have put additional workload pressures on senior public servants which have affected their views on being able to cope with the workload.

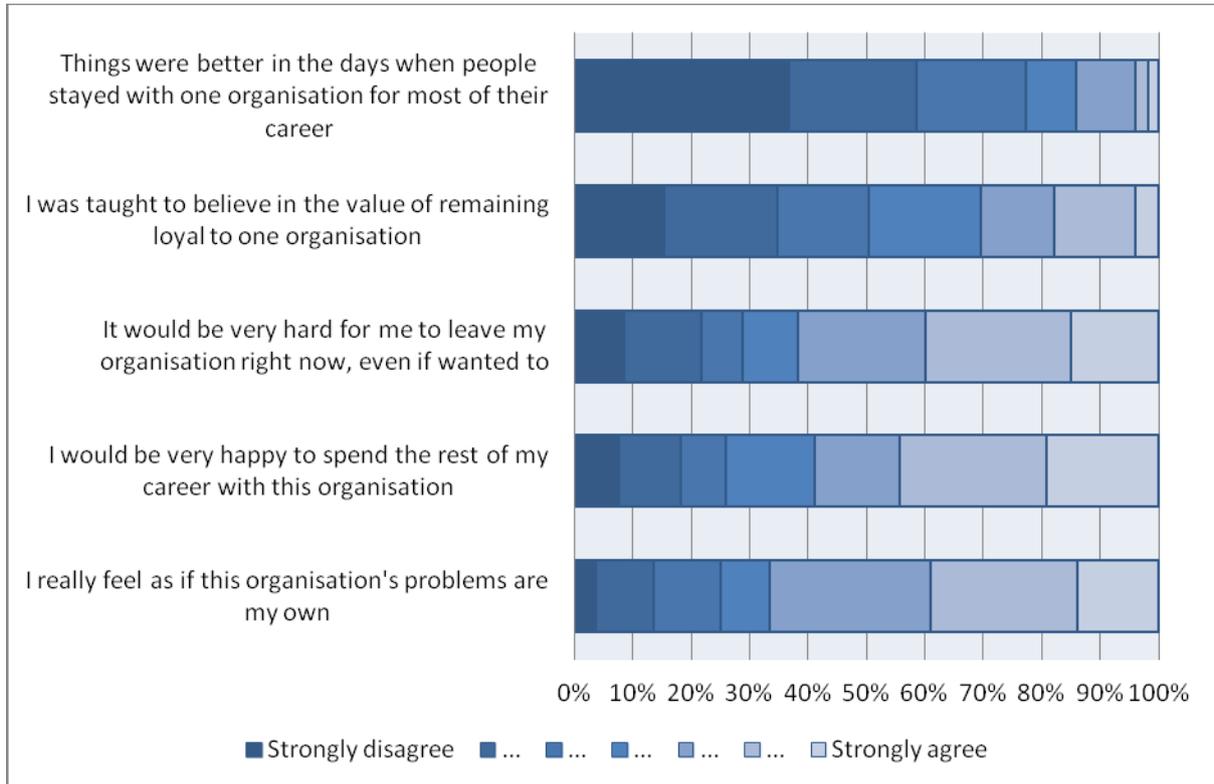
Figure 28: Job Satisfaction (Q: When thinking about my work and the organisation I work for ...) (n=130-131)



Organisational commitment (Figure 29). Respondents were asked to assess five statements with regard to the organisation they work for. Few agency managers agree that things were better when people stayed with one organisation for most of their career (14 per cent rather agree). The respondents' loyalty to one organisation is not overly high (30 per cent rather agree they were taught to believe in the value of loyalty to one organisation). Though 59 per cent suggest they are rather happy to spend the rest of their career with the organisation they are in. A majority feel it would be hard for them to leave their organisation right now and that

they feel the organisation's problems as their own. The only notable difference with the COCOPS sample is that a much lower proportion of agency managers believe in the value of remaining with one organisation (30 per cent as opposed to 62 per cent in the COCOPS sample).

Figure 29: Organisational commitment (Q: When thinking about my work and the organisation I work for ...) (n=128-131)



9. Main findings

Profile of respondents

Two-thirds of agency management respondents are male and one-third female. This is in line with the COCOPS sample of respondents from ten European countries, the sample of Irish civil service respondents who also completed the survey, and with the general picture in the public service at senior levels.

Almost half of the agency respondents are in the 46 to 55 age range, roughly one-third are between 56 and 65, and just under a quarter between 36 and 45. There is a somewhat younger age profile in the COCOPS sample.

Roughly two-thirds of agency respondents have a postgraduate degree at masters level and one-third have a graduate degree as their highest educational qualification. A significant difference with the COCOPS sample is the absence of any respondents with a doctoral degree, who make up around 15 per cent of the COCOPS sample.

The majority of agency respondents have spent a long time working in the public sector. 8 out of 10 respondents have worked in the public sector for over 10 years, and over half have worked in the public sector over 20 years. This is broadly in line with the COCOPS sample, though slightly lower than the civil service sample, who on average have worked slightly longer in the public service.

Just over half of respondents have worked in their current organisation for over 10 years. There has been more movement in position over time: half have been in their current position less than 5 years.

Quite a high proportion of agency managers have some private sector experience. Three-quarters of respondents have spent some time working in the private sector. Previous experience in the non-profit sector is less frequent. Compared to civil service respondents, there is slightly more experience of working in the private sector.

Values and attitudes

A clear majority of the respondents agree that ensuring efficient use of resources, achieving results, providing expertise and technical knowledge, and ensuring impartial implementation of laws and rules are central to their role. Views are more evenly split as to whether they see it as their role to provide a voice for societal interests.

The clearest value preference of options given in the survey is that agency managers see themselves as in favour of achieving results as against following rules.

In response to being questioned about what motivates them personally, all senior agency managers rather agree that interesting work is a motivating factor. Similarly very high percentages note opportunities for promotion, having room to make decisions and doing something useful for society as important motivational factors. In terms of differences with

the COCOPS sample, opportunity for promotion is seen as of higher importance by agency respondents. Agency respondents also give a higher priority to opportunities to help others than the COCOPS sample.

Officials were asked to what extent they agree, or disagree, with a number of statements that aims to assess their social value preferences. The strongest preferences are in response to the statements 'I find being creative/thinking up new ideas are important', 'I make decisions and move on' and 'I like taking responsibility for making decisions'. A large majority disagree with the statement 'I avoid doing anything that might upset the status quo'.

Work characteristics

Most agency managers agree that their organisational goals are clearly stated and communicated to all staff. Compared to senior civil servants, agency managers are somewhat more likely to feel that their goals are clearly stated and communicated, to say that their goals are observable and measurable, and are less likely to say they have a high number of goals.

Levels of management autonomy are generally viewed as lower than those expressed in the COCOPS sample. The lowest degree of management autonomy is expressed with regard to hiring staff, promoting staff, and dismissing or removing staff. Though the levels of autonomy are lower than the COCOPS sample, they are generally higher than for the civil service.

By far the highest level of interaction of respondents is with their direct staff. The next highest levels of interaction are also internal to the organisation: with administrative superiors, and administrative support units.

There is a relatively limited degree of direct political interaction: almost half state that they never interact with their responsible minister, with a further third stating they only interact with him/her yearly. Contact with other politicians is even less frequent. There are also low levels of interaction with EU institutions and with regional and local government. Compared to the COCOPS sample there is a particularly low level of interaction with local and regional government.

With regard to coordination, the highest perceived level of coordination is with national government bodies in the same policy area, and with the private and voluntary sector. The lowest level of coordination is seen as between national and local/regional government. The main difference with the COCOPS sample is there is a much lower perceived level of coordination between national and local and regional government in Ireland. Compared to the views of senior civil servants, coordination is seen as somewhat poorer in all areas apart from with private and voluntary sector stakeholders.

Two-thirds of respondents rather agree with the statement that removing issues and activities from the realms of politics produces better policies, while a similar proportion feel that politicians interfere with routine activities. At the same time, most feel that politicians respect the technical expertise of the administration and three-quarters of respondents feel that politicians do not influence senior level appointments. Compared to the COCOPS sample,

senior agency managers are much more likely to see the appointments process as independent of politicians. Compared to senior civil servants, agency managers are somewhat more likely to view the appointments process as independent of politicians, but are also more likely to agree that politicians interfere with routine activities.

Reform trends and the impact of the fiscal crisis

A significant majority of agency managers believe that public sector downsizing has been an important reform trend, as has focusing on outcomes and results. Collaboration and cooperation among different public sector actors, transparency and open government, and digital or e-government are the next three most important ranked reforms. The reforms that respondents think least important are the creation of autonomous agencies, privatisation, and extending state provision into new areas. When compared to the average results from the COCOPS sample, agency managers rate contracting out, a focus on outcomes and results and transparency and open government as more important reform trends.

The vast majority of respondents feel that the reforms have been more top down than bottom up. A high percentage also feel that the reforms have been more about cost cutting and savings than about service improvement, and have had tended towards no public involvement rather than high public involvement. The results are broadly in line with the COCOPS sample. Agency managers, however, are somewhat more likely to view the reforms as partial and symbolic. On the other hand they are somewhat less likely to say that there has been too much reform, and are somewhat more likely to see the reform process as being consistent. Compared to civil service respondents, agency managers are more likely to see the reforms as unsuccessful, opposed by unions, driven by politicians, and crisis and incident driven.

At the organisational level, the most commonly used management instruments are business/strategic planning, codes of conduct, risk management, management by objectives and results, and performance appraisal. Those management instruments less frequently used include performance related pay, and decentralisation of staffing and financial decisions. In comparison with the COCOPS sample, agency managers put a much greater emphasis on risk management as an important management instrument and are also more likely to make use of business/strategic planning and codes of conduct. Conversely, respondents make less use of performance related pay. Compared to civil service respondents, agency managers are somewhat more likely to make use of all the management instruments listed apart from performance appraisal.

Agency managers were asked to indicate the relevance of performance management in their organisation. The strongest expressed reaction was to the statement 'we are rewarded for achieving our goals' with the vast majority disagreeing with this statement. Respondents also feel that they would not face sanction if they didn't achieve their goals. The main difference with the COCOPS sample is that agency managers are much less likely to feel that they are rewarded for achieving their goals. Compared to civil service respondents, views are broadly the same except for the fact that agency managers are more likely to agree they mainly measure outputs and outcomes.

When faced with coordination problems, agency managers are most likely to set up a temporary cross-cutting work group or refer the issue up the hierarchy. The least favoured option is setting up special purpose bodies.

At the individual level, around three-quarters of agency managers note that they use performance indicators to assess whether they reach their targets, identify problems that need attention, and monitor the performance of their subordinates. The category where least respondents agree they use performance indicators is in communicating what their organisation does to citizens and service users. For all of the statements listed, agency managers say they use performance indicators to a much higher degree than the COCOPS sample average, and to a somewhat higher degree than civil service respondents.

In the view of agency managers, the main cutback measures applied are pay cuts, pay freezes and hiring freezes. The only listed measures given that the majority of respondents feel have been applied to a rather limited extent are staff layoffs and increased user fees and charges. Compared to the COCOPS sample, agency managers are much more likely to feel that all the listed cutback measures have been applied to a greater extent.

Outcomes of public sector reform

The majority of agency managers feel that public administration has got better over the five years to the end of 2013; though substantial numbers feel it has got worse. This finding reflects more positive views on the reform process than the COCOPS sample.

To complement the overall results, a more nuanced question was asked addressing a spectrum of different performance dimensions within the respondents' specific policy area. The dimensions where agency managers feel there has been the greatest improvement in performance over the last five years are in terms of cost and efficiency, external transparency and openness, innovation, and service quality. Dimensions where respondents feel that there has been the greatest deterioration are in terms of citizen trust in government, attractiveness of the public sector as an employer, and staff motivation

Compared to the COCOPS sample, agency managers tend to be somewhat more positive in their assessment of how public administration has performed over the last five years. Notably with regard to policy coherence and coordination, external transparency and openness, cost and efficiency, policy effectiveness, and ethical behaviour, a larger share of respondents feel things have improved. Conversely, agency managers are more likely to feel that things have deteriorated with regard to citizen trust in government, the attractiveness of the public sector as an employer and staff motivation.

The survey aims to assess the type of impact that public administration reforms has had upon social capital, trust and social cohesion within organisations. Overall, agency managers agree that people in their organisation are trustworthy, have confidence in one another, and willingly share information with one another. The results are slightly more positive towards high social capital than those obtained in both the COCOPS and the civil service respondent samples.

The vast majority of agency managers agree that they get a sense of satisfaction from their work, feel valued for the work they do, and would recommend their organisation as a good place to work. The only aspect where there is a more even split of views is in regard to the statement 'I regularly feel overloaded or unable to cope'. The response to this statement is also the only notable difference with the COCOPS sample where most rather disagree they feel overloaded or unable to cope.

References

Aberbach, J. D., Putnam, R. D., Rockman, B. A. (1981). *Bureaucrats and Politicians in Western Democracies*. Cambridge/ Massachusetts/London: Harvard University Press.

Aberbach, J. D., Rockman, B. A. (2006). The Past and Future of Political-Administrative Relations: Research from “Bureaucrats and Politicians” to “In the Web of Politics” and Beyond'. *International Journal of Public Administration*, 29(12):977-995.

Asquith, A. and O’Halpin, E. (1998), ‘The changing roles of Irish local authority managers’, *Administration*. 45 (4): 76-92

Bauer, M., Dehouse, R., Hooghe, L., Kassim, H., Peterson, J., Thompson, A. (2009). *The European Commission of the 21st Century: Views From the Inside*. The EU-Consent Network: Last accessed 01.12.2012 at http://www.pol.ed.ac.uk/eu_consent/commission_survey

Bertelli, A., Lewis, A., Nixon, D. (2007). *Survey on the Future of the Government Service Survey on the Future of Government Service*. Last accessed 09.12.2012 <http://www.princeton.edu/sfsgs/>.

Boyle, R. (2013). *Fit for Purpose? Progress Report*. Research Paper 9. State of the Public Service Series. Dublin: Institute of Public Administration

Boyle, R. (2014), *Public Sector Trends 2013*. Research Paper 11. State of the Public Service Series. Dublin: Institute of Public Administration

Boyle, R., Humphreys, P. (2001). *A New Change Agenda for the Irish Public Service*. Committee for Public Management Research Discussion Paper 17. Dublin: Institute of Public Administration

Boyle, R., Humphreys, P. C., O’Donnell, O., O’Riordan, J., and Timonen, V. (2003). *Changing Local Government: A Review of the Local Government Modernisation Programme*. Committee for Public Management Research Report No. 5. Dublin: Institute of Public Administration

Callanan, M. (2003). ‘The role of local government’. In M. Callanan and J. Keogan (eds.) *Local Government in Ireland*. Dublin: Institute of Public Administration

Callanan, M. (ed.) (2007). *Ireland 2022: Towards One Hundred Years of Self-Government*. Dublin: Institute of Public Administration

Christensen, T., Lægheid, P. (1999). New Public Management: Design, Resistance, or Transformation? A Study of How Modern Reforms Are Received in a Civil Service System. *Public Productivity & Management Review* 23(2):169-193.

Christensen, T. and Lægheid, P. (2007). NPM and beyond: leadership, culture, and demography. Paper prepared for: The Leading the Future of the Public Sector: The Third

Transatlantic Dialogue University of Delaware, Newark, Delaware, USA, May 31–June 2, 2007

Chubb, B. (1983). *A Source Book of Irish Government*. Dublin: Institute of Public Administration

Collins, N. (1987). *Local Government Managers at Work*. Dublin: Institute of Public Administration

Comparative Public Organisation Data Base for Research and Analysis Network - COBRA. Survey and database on autonomy and control of agencies. Last accessed 09.12.2012 at <http://soc.kuleuven.be/io/cost/survey/index.htm>

Department of the Environment (1996). *Better Local Government*. Dublin: Department of the Environment

Department of the Environment, Heritage and Local Government. (2010). *Report of the Local Government Efficiency Review Group*. Dublin: Stationery Office. <http://www.environ.ie/en/LocalGovernment/FileDownload,23533,en.pdf> (accessed 12 March 2013)

Department of the Environment, Community and Local Government. (2012). *Putting People First: Action Programme for Effective Local Government*. Dublin: Department of the Environment, Community and Local Government. <http://www.environ.ie/en/LocalGovernment/LocalGovernmentReform/PublicationsDocuments/FileDownload,31309,en.pdf> (accessed 12 March 2013)

Department of the Environment, Community and Local Government/CCMA. (2012). *Workforce Planning in the Local Government Sector*. Dublin: Department of the Environment, Community and Local Government. <http://www.environ.ie/en/Publications/LocalGovernment/Administration/FileDownload,32049,en.pdf> (accessed 13 March 2013)

Department of Public Expenditure and Reform (2011). *Public Service Reform*. Dublin: Department of Public Expenditure and Reform

Department of Public Expenditure and Reform (2014). *Public Service Reform Plan 2014-2016*. Dublin: Department of Public Expenditure and Reform

Derlien, H.-U. (1992). Observations on the State of Comparative Administration Research in Europe - More Comparable than Comparative. *Governance: An International Journal of Policy*, 5: 279-311.

Enticott, G., Boyne, G.A., Walker, R.M. (2008). The Use of Multiple Informants in Public Administration Research: Data Aggregation Using Organizational Echelons. *Journal of Public Administration and Research Theory*, 19: 229-53.

Fitzpatrick, J., Goggin, M., Heikkila, T., Klingner, D., Machado, J., Martell, C. (2011). A New Look at Comparative Public Administration: Trends in Research and an Agenda for the Future. *Public Administration Review*, 71(6): 821-830.

Hammerschmid, G., Görnitz, A., Oprisor, A., Stimac, V. (2013). Public Sector Reform in Germany: Views and Experiences from Senior Executives. Country Report as part of the COCOPS Research Project. Available at www.cocops.eu.

Hammerschmid, G., Oprisor, A., Stimac, V. (2013). COCOPS Executive Survey on Public Sector Reform in Europe. Research Report. Available at www.cocops.eu.

Labour Relations Commission (2013). *Public Service Stability Agreement 2013-2016: The Haddington Road Agreement*. Dublin: Labour Relations Commission

MacCarthaigh, M., Boyle, R. (2011). Ireland. In Verhoest, K. Van Tiel, S., Bouckaert, G. Laegrid, P. *Government Agencies: Practices and Lessons from 30 Countries*. Basingstoke: Palgrave Macmillan, pp.40-50

Mayntz, R., Derlien, H.U. (1988). Comparative Elite Study II: Einstellungen der politisch-administrativen Elite des Bundes 1987. Universität Bamberg.

Murray, J. (2001). *Reflections on the SMI*. Policy Institute Working Paper. Dublin: Trinity College Dublin

National Recovery Plan 2011-2014 (2010). Dublin: Stationery Office

OECD. (2008). *Ireland: Towards An Integrated Public Service*. OECD Public Management Reviews. Paris: OECD Publishing

Pollitt, C. (2011). Not odious but onerous: comparative public administration. *Public Administration*. 89(1):114-127.

Pollitt, C., Bouckaert, G. (2011). *Public Management Reform: A Comparative Analysis - New Public Management, Governance, and the Neo-Weberian State*. Oxford University Press

Public Service Agreement 2010-2014 (2010), Dublin: Department of the Taoiseach

Putnam R.D. (1976). *The Comparative Study of Political Elites*. Englewood Cliffs, N.J.: Prentice-Hall

Raadschelders J. C. N., Lee, K.-H. (2011): Trends in the Study of Public Administration: Empirical and Qualitative Observations from *Public Administration Review*, 2000–2009. *Public Administration Review*. 71(1):19-33.

Rhodes, M. L., Boyle, R. (2012). 'Progress and pitfalls in public service reform and performance management in Ireland'. *Administration*. 60(1):31-59

Ridder, H.-G., Bruns, H.-J., Spier, F. (2006): Managing Implementation Processes: The role of public managers in the implementation of accrual accounting – evidence from six case studies in Germany. In: *Public Management Review*. No. 1/2006

Sheehy E. (2003). 'City and county management'. In M. Callanan and J. Keogan (eds.) *Local Government in Ireland*. Dublin: Institute of Public Administration

Trondal, J. (2010). *An Emergent European Executive Order*. Oxford: Oxford University Press.

University of Michigan. (2010). Guidelines for Best Practice in Cross-Cultural Surveys. Ann Arbor, MI: Survey Research Center, Institute for Social Research, University of Michigan. Last accessed on 18/4/2014 at <http://www.ccsr.isr.umich.edu/>.

Van de Walle, Steven; Hammerschmid, Gerhard (2011): Coordinating for Cohesion in the Public Sector of the Future (COCOPS Working Paper, 1). Available online at <http://www.cocops.eu/>, last accessed on 18/4/2014.

Walker, R. M., Enticott, G. (2004). Exploring variations in management reform values and actions: An empirical analysis. *Journal of Public Administration, Research and Theory*, 14:417–34.

Zimmerman, J. F (1976). 'Role perceptions of Irish city and county councillors'. *Administration*. 24 (4): 482-500