

CONTENTS

Introduction	7
Chapter I. A Theoretical Model of the Civil Service	13
1.1. The origins and development of the civil service	13
1.2. The essence and value system of the civil service	13
1.3. Models of the civil service	20
1.4. The direction of changes in the civil service in Central and Eastern European Countries	24
Chapter II. The Organisation of Social Services in Central and Eastern Europe	30
2.1. Legal and institutional determinants	30
2.2. Organising the civil service	37
2.3. Central management structures	39
Chapter III. Employment Relationship in the Civil Service in Central and Eastern European Countries	45
3.1. Rules of recruitment	45
3.2. Assessment	53
3.3. Appointment	56
3.4. Promotion and transfer	58
3.5. Disciplinary responsibility	59
3.6. Leaving the service	62
Chapter IV. Top Positions in the Civil Service	67
4.1. The concept of a senior civil servant	67
4.2. Models of recruitment, employment and promotion of senior civil servants	68
4.3. Management of senior civil servants	76
4.4. Performance assessment of senior civil servants	77

4.5. Training and competencies development	79
4.6. Remuneration of senior civil servants	80
4.7. Women in top civil service positions	81
4.8. Working time	84
Chapter V. The Rights and Duties of Civil Service Employees and Officials	88
5.1. The rights of civil service employees and officials	88
5.2. The right to remuneration in the civil service	92
5.3. Duties of civil service employees and officials	96
5.4. Training as an element of greater professionalism in the civil service	101
Chapter VI. Reforming the Civil Service	105
6.1. Introduction	105
6.2. Types of reforms	106
6.3. The unique nature of CEEC reforms	108
Chapter VII. Implementing European Values of the Civil Service in Central and Eastern European States	115
7.1. The principle of political neutrality	116
7.2. Ethical standards	125
Conclusions	131
Tables	136