

Principles of Public Administration (2023) and Assessment Methodology

Warsaw, 10 April 2025



2023 edition

The Principles of Public Administration

November 2023



A joint initiative of the OECD and the EU,
principally financed by the EU.

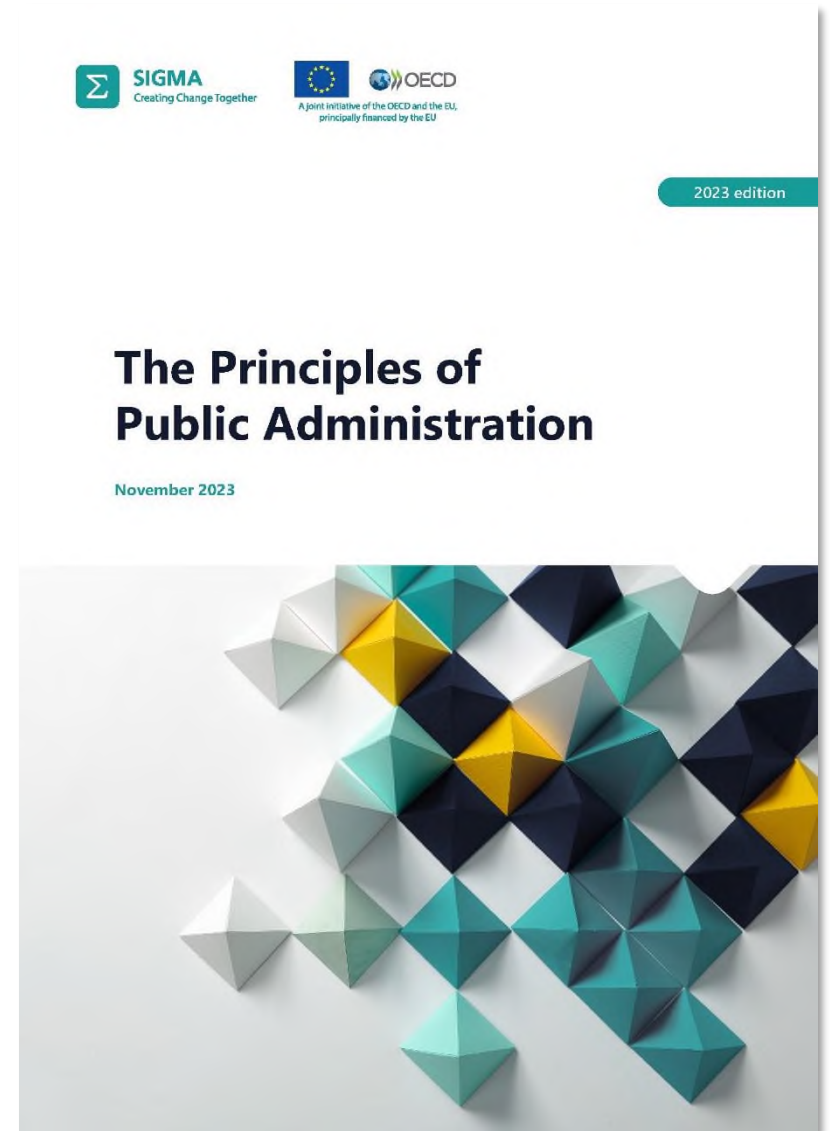




What are the Principles of Public Administration?

- A **framework of standards** defining good public administration.
- Designed at the request of the **European Commission** to serve as a **tool of EU enlargement and neighbourhood policy** (PAR = fundamental of the accession process)
- Produced in **collaboration between OECD and EU** (drafted by SIGMA)
- Standards draw on formal **EU *acquis*, OECD recommendations, other international standards and good practices** of EU and OECD Members.
- Accompanied by a comprehensive **Assessment methodology**

A quality tool for national public administrations





Use of the Principles of Public Administration

- Periodic **SIGMA** monitoring in **EU accession countries** (assessment against the Principles)
- Guidance for designing and implementing **national reform strategies** for the development of public administration and PFM
- Informing **European Commission's** progress reports and EU accession dialogue
- Potential for use by **other countries** (e.g. for self-assessment)



6 Thematic areas



**32
principles**

**276 sub-
principles**



Example of what a Principle description looks like



Principle 9 (area: CSHRM)

Public administration attracts and recruits competent people based on merit and equal opportunities.

- a. The public administration **analyses human resources** (HR) and prepares and implements **HR plans** aligned with the budget to ensure the appropriate workforce size, mix of competencies, skills and expertise to fulfil its mission, considering both current and future needs.
- b. Public servants are recruited through transparent and **open competitions**, based on merit.
- c. Inclusive recruitment policies and practices support **diversity and equal opportunities** in the public administration.
- d. The public administration **attracts a good pool of eligible candidates**, using employer branding and other recruitment tools.
- e. Recruitment is based on accurate **job descriptions** providing the required candidate profile (experience, knowledge, skills, competencies) for effective performance, reflected in vacancy announcements, along with work and salary conditions.
- f. **Selection committees** are composed of members qualified to perform the assessment of candidates against the job requirements, without any conflict of interest, and free from political influence.
- g. **Selection methods** provide fair and valid assessment of the experience, knowledge, skills and competencies necessary to perform the job and enable the selection of the most suitable candidates.
- h. Recruitment and selection processes are **efficient, timely, user-friendly** and supported by **digital tools**.
- i. **Applicants** are informed of recruitment decisions in a timely manner and have the right to ask for justification and appeal through administrative and judicial channels.
- j. The **onboarding** processes enable a rapid adaptation to the job and the organisation, so that new staff feel confident and competent and perform well.



The Principles



Thematic area (6)



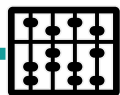
Principle (32)



Sub-principle (276)



Criterion (1700)



Area average



Indicator

(composite index from 0 to 100, aggregation of sub-indicators)



Sub-indicator

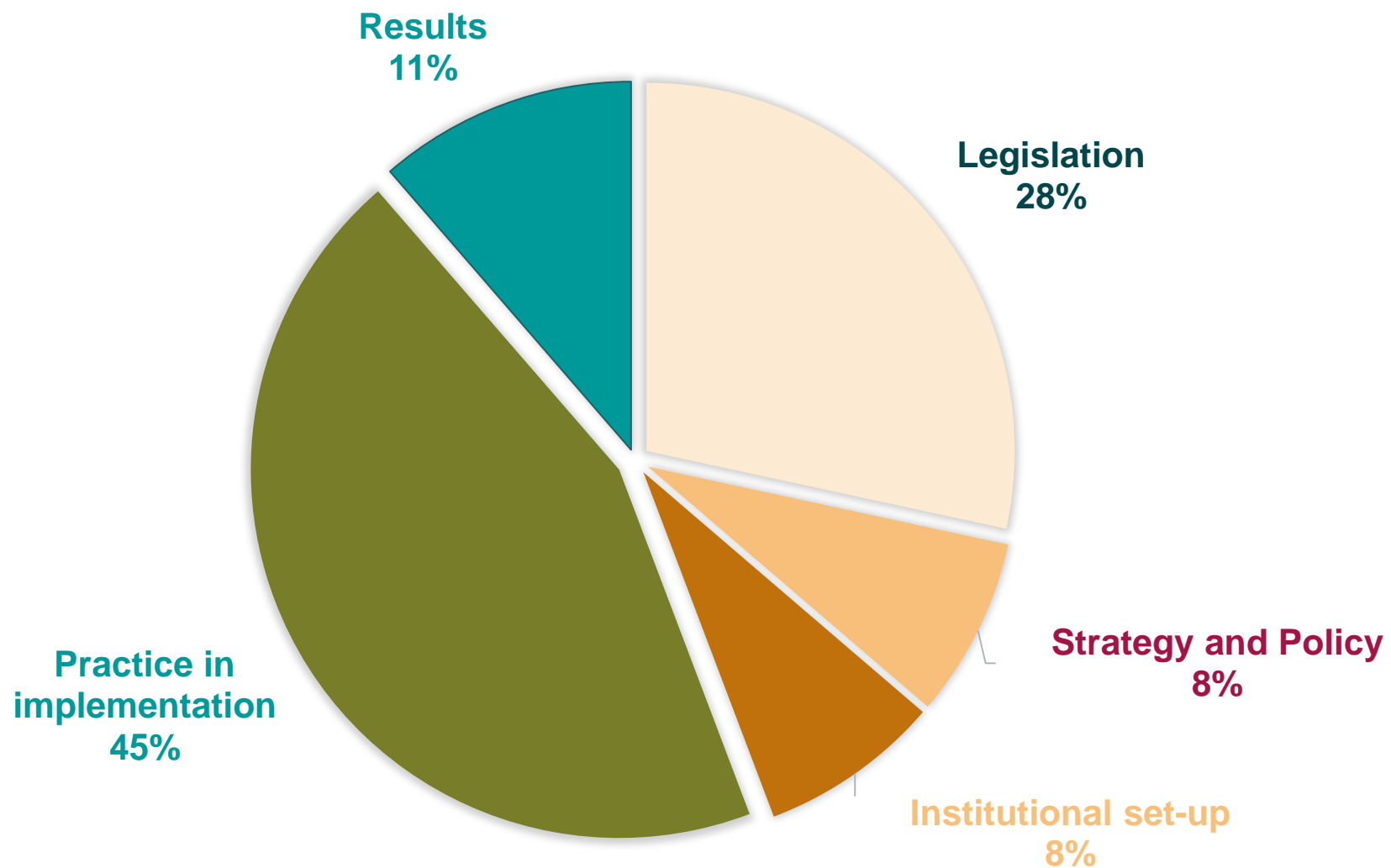
(several criteria values are aggregated to build a sub-indicator)



Point allocation for each criterion



Types of criteria





Assessment methodology

Mixing analytical methods
(analysis of documents,
quantitative data, practice
samples, more emphasis on
surveys)

Data collection –
national administration,
local experts, review by
international experts and
SIGMA policy advisors

WB 2024 – first
application, currently
Armenia

Supporting information
system – PAR.IS



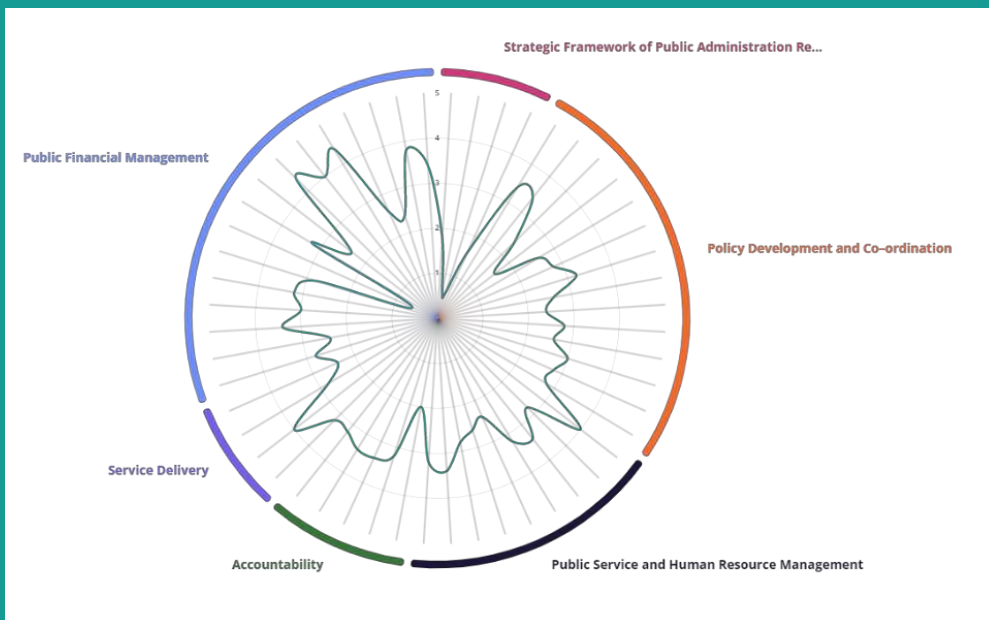


Principles of Public Administration Data Portal



Principles of Public Administration

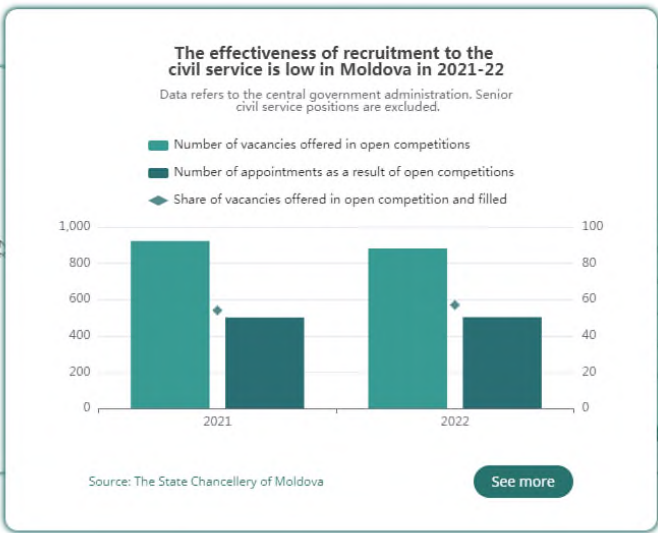
Data portal



www.par-portal.sigmaweb.org

Highlights

A selection of featured charts from our latest monitoring reports. Scroll through the collection.





Strategy and continuous improvement of public administration

Principle 1

Comprehensive, credible and sustainable
public administration reform agenda

- ✓ Political support and decision making
- ✓ Resources and funding
- ✓ Implementation, monitoring and reporting

Key updates

- + Communication and promotion
- + Innovation



Policy development and co-ordination

Principle 2

Centre of government and government decision making

Principle 3

Strategic policy planning

Principle 4

Evidence-based policymaking, clear and accessible regulation

Principle 5

Consultation in policymaking

Principle 6

Policy implementation and evaluation

Principle 7

Parliamentary scrutiny of government policymaking





Public service and human resource management

Principle 8

Public employment framework

Principle 9

Merit-based recruitment

Principle 10

Top management

Principle 11

Working conditions, including remuneration

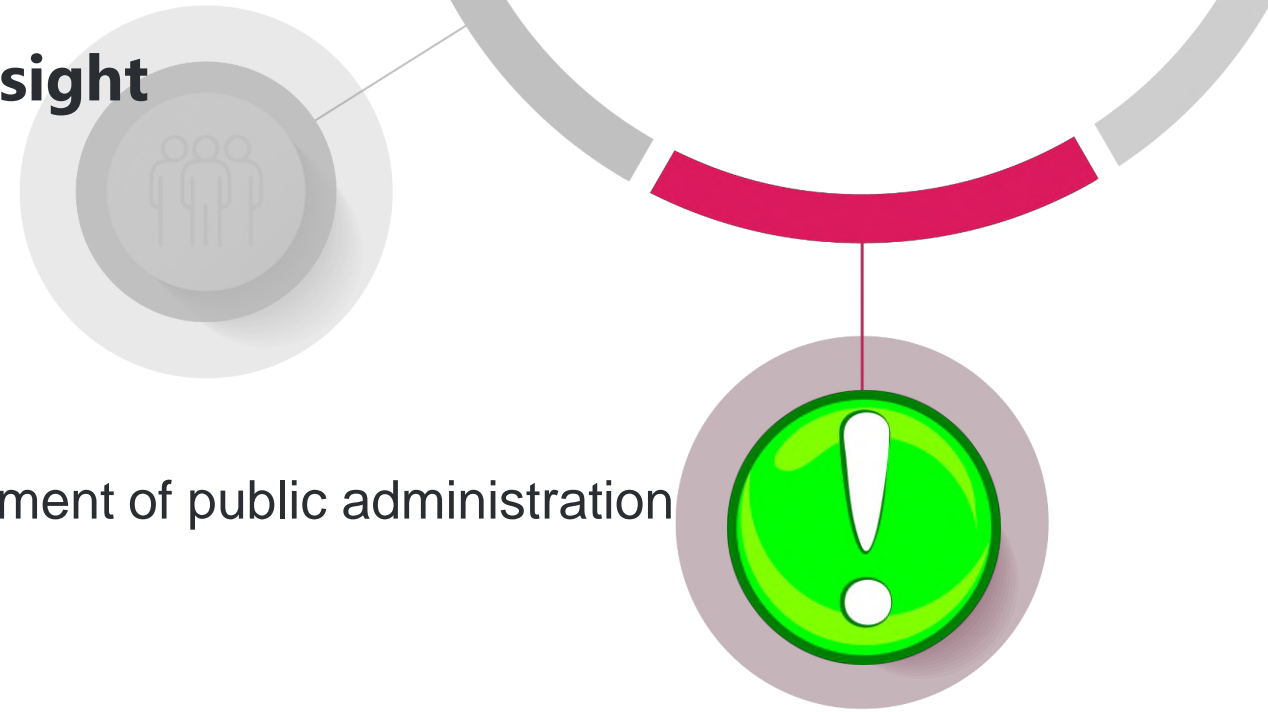
Principle 12

Professional development and performance management





Organisation, accountability and oversight



Principle 13

Organisation and management of public administration

Principle 14

Multi-level governance

Principle 15

Openness and transparency of public administration

Principle 16

External oversight of public administration

Principle 17

Administrative procedure, judicial review and public liability

Principle 18

Public sector integrity

Principle 13: The organisation and management of public administration foster accountability, effectiveness and efficiency.

Sub-principle 13/j : Organization's in the public administration use recognised quality management tools to enhance institutional capacities and foster continuous improvement.

Sub-indicator 13.1.11. Use of Total Quality Management (TQM) tools

Relevant sub-principle(s): 13.j. Organisations in the public administration use recognised quality management tools to enhance institutional capacities and foster continuous improvement.

Maximum points: 4

Criterion 13.1.11.1. A body is designated as the central contact point for total quality management (1 point)

Category: Institutional set-up

Approach: Review of regulations to verify whether there is a body responsible for steering and promoting TQM tools and analysis of the responsibilities of the body.

Criterion 13.1.11.2. Implementation of TQM tools by the ministries, central agencies, and local self-government bodies (3 points)

Category: Practice in implementation

Approach: Review of data provided by the administration on the application of the TQM tools by central government organisations. The applied TQM tools can include Common Assessment Framework (CAF), European Foundation for Quality Management (EFQM) or International Standardisation Organisation (ISO) (9 000 family). Administration is asked to provide the list of self-assessments conducted by the institutions during the last three calendar years and SIGMA experts will ask the administration for up to 5 reports from the list together with the evidence of implementing at least one improvement action from the report to validate the information provided.

Points are allocated based on the number of cases, where TQM tools were applied for self-assessment during the last three full calendar years or where valid quality standards existed during the time of assessment (x):

- $x < 5 = 0$ points
- $5 \leq x < 50 =$ linear function
- $x \geq 50 = 3$ points.

Service delivery and digitalisation



Principle 19

Design of administrative services

Principle 20

Delivery of high-quality services

Principle 21

Accessibility of services

Principle 22

Digital government



Public financial management



Principles 23-25

Budget management (preparation and execution)

Principle 26

Management of resources and internal control

Principle 27

Internal audit

Principle 28-30

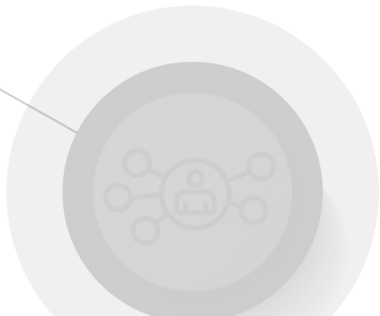
Public procurement

Principle 31

External audit

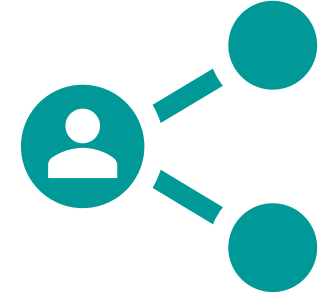
Principle 32

Financing of regional and local governments





Find out more about SIGMA



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