

Human Resources Management made in Germany: The personnel principles of a Weberian public administration

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Title and central Research Goal

- Title: Human Resources Management made in Germany: the personnel principles of a Weberian public administration
- Central Research Goal: proof of the Weberian “Gestalt” of the German public administration by considering:
 - i) the German politico-administrative system*
 - ii) the HRM practices of the German civil service*
 - iii) the Weberian “Ideal Type of Bureaucracy”*

Main reasons why for the project's followed methodology

- “[...] whereas the Weberian Gestalt can be found in the personnel management practices of the German civil service, as well as in the correspondence of the administrative function of “Länder” to the Weberian theory of “Verwaltungszentrum”, *Andreas Anter, “Max Webers Theorie des modernen Staates: Herkunft, Struktur und Bedeutung”, in Beiträge zur Politischen Wissenschaft, Berlin: Duncker und Humblot, 2013*
- “[...] the tradition of Max Weber depicted to the case of “Beamten” renders Germany a “unitarischer Bundesstaat”, *Berndt Keller, “Germany: In the Bermuda triangle of modernization, unification and Europeanization”, in Public Sector Employment Relations in Germany, Crows Nest: Allen & Unwin, 2011*

The German politico-administrative system (1)

- Political and conceptional connection between the Weberian theory and the German politico-administrative system because of the second (2nd) level – layer of German governance, i.e. the German “Länder”.
- To be clarified:
 - i) character – type of predominance*
 - ii) predominance’s conceptional relation to the Weberian tradition*

The German politico-administrative system (2)

- German federal states' administrative predominance over the “Bund” and the “Gemeinden”.
- A predominance measured in terms of personnel density and according to the number of the employed servants at each and every level – layer of German governance.
- “[...] introducing the narrative of the “aktiver Staat” and boosting the number of the employed servants at federal state level”, *Hans-Ulrich Derlien, “German Public Administration: Weberian despite Modernization”, in Comparative Bureaucratic Systems, Lanham: Lexington Books, 2003, p.14*

The German politico-administrative system (3)

- The theory of the “Verwaltungszentrum” (“administrative center”) as a pivotal, theoretical element of the Weberian “Ideal Type of Bureaucracy”.
- Existence of the “Verwaltungsschwerpunkt” (“administrative point of gravity”) defined by the number of servants employed at a given working environment.
- Consideration of the German federal states as the “Weberian Center” of the whole “Bund” in terms of employed personnel density.

The German, in-service HRM practices (1)

- Consideration of the German, in-service HRM practices as Weberian ones because of their correspondence to the Weberian acronym of “HTML”, which is theoretically prescribed by the Ideal Type of Bureaucracy.
- “HTML” explained:
 - i) Hierarchy*
 - ii) Training*
 - iii) Merit / Meritocracy*
 - iv) Loyalty*

The German, in-service HRM practices (2)

- Hierarchical structure of the German civil service, which is constructed into four (4) different services – classes:
 - i) *Higher service – class, “höherer Dienst”*
 - ii) *Higher – intermediate service – class, “gehobener Dienst”*
 - iii) *Intermediate service – class, “mittlerer Dienst”*
 - iv) *Clerical service – class, “einfacher Dienst”*
- Direct and clear depiction of the German civil service’s hierarchical structure to fundamental legal texts, such as the “Bundesbeamtengesetz” and the “Bundesbesoldungsgesetz”.

The German, in-service HRM practices (3)

- “A career includes all positions which require related and equivalent prior and advanced training”, §16, 1 Bundesbeamtengesetz (BBG)
- Correspondence of the constitutionally-prescribed German training to the Weberian professional training.
- “[...] its distinctive character results from professionalism along with the obligation of the servant to become its part throughout an entire career”, *Max Weber, “Gesammelte Politische Schriften”, München: Drei Masken Verlag, 1921, p.133*

The German, in-service HRM practices (4)

- “[...] selection of the applicants based on the suitability, competence and professional performance”, §22, 1 BBG
- “[...] a corresponding qualification shall be demonstrated by an examination”, §22, 5 BBG
- “Civil servants are members of their employer in a public service and loyalty relationship”, §4, 1 BBG
- “[...] an Ideal Bureaucracy consists of loyal employees – units and a selection based on merit”, *Μαρία Αντωνοπούλου, «Οι κλασσικοί της Κοινωνιολογίας: Κοινωνική Θεωρία και Νεότερη Κοινωνία», Αθήνα: Σαββάλας, 2008, σ.379-380*

The personification of Law inside the German civil service

- The Weberian “Rule of Law” depicted to:
 - i) the phenomenon of “Juristenmonopol” (“Lawyers’ monopoly”) and the in-service, working and administrative dominance of lawyers
 - ii) the regulatory power of the German, fundamental legal texts – sources
 - iii) the constitutional stipulation of the “hergebrachte Grundsätze des Berufsbeamtentums” (“traditional principles of the professional civil service”) according to the fifth (5th) paragraph of the Article 33 of the German Basic Law

Final Research Statement

- Consideration of the German public administration as Weberian, because of:
 - i) the correspondence of the German federal states' existence and function to the Weberian theory of the “Verwaltungszentrum”
 - ii) the correspondence of the German, in-service HRM practices to the Weberian acronym of “HTML”
 - iii) the correspondence of the German, in-service function of Law to the Weberian term of “Rule of Law”

Thank you!

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