

Responsiveness has been defined as, “the deep seated belief that government answers to the will of the people expressed through elected officials,” (Klingner and Nalbandian 2009). This value may be expressed, for instance, through budgetary decisions that include more appointed positions for public policy purposes. It may also be evidenced via efforts to exert additional control over bureaucratic decision-making. Further, limits on managerial flexibility signal an emphasis on responsiveness. Left unmediated, responsiveness can ultimately lead to patronage with “little regard for job qualifications,” (Ibid.)

Neutrality, on the other hand, involves the bureaucratic “application of skills and knowledge to public services that is unfettered by political considerations,” (Ingraham 1995). Neutrality may be illustrated via political statements that convey trust or confidence in bureaucratic expertise. Further, positioning careerists as policy advisors or organizational experts illustrates an emphasis on this value. Also, aims to develop bureaucratic leadership (and cultivate individual discretion) also underscore neutral expertise. Left unmediated, however, neutral expertise can ultimately lead to an insulated civil service that does not respond to “legitimate political direction,” (Ingraham 1995).