

Attributes and Skills Needed for Senior Public Administrators in Sri Lanka: Application of Value Creating Model

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Abstract: New Public Management (NPM) requires a different mindset, and possibly different skills, in senior civil servants. In this paper, utilizing Sri Lanka as a case study, we examine the necessary skills and attributes needed for senior civil servants for NPM initiatives. The framework used is that of the Value Creating Model which was developed in Australia. The data was collected from in-person interviews with Ministers, ex-Ministers and senior civil servants in Sri Lanka. The Australian model was found to be applicable, but, if Sri Lanka is to effectively implement NPM, private sector experience, international exposure, change management experience, academic qualifications and information technology knowledge were perceived to be necessary for senior civil servants.