



PD Dr phil habil  
**Markus Reiners**

Political Scientist MA | Councilor | Ministry Official  
+49.174.3029994 | [info@dr-markus-reiners.de](mailto:info@dr-markus-reiners.de) | <https://www.dr-markus-reiners.de>  
Im Geiger 25 | 70374 Stuttgart | Germany

## SCIENCE

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Privatdozent – PD, Priv.-Doz.   Political Science, Gottfried Wilhelm Leibniz University of Hanover, Political Science Department	2016 to present
Scientific Policy Advisor, Researcher – Director, Executive Director   Former Thinktank Public Policy Competence Center – Expertise Hub of e-Democracy, State Modernization and Reform Policy. Mainly Executive Board	2014 to 2026
Postdoc, Associate Lecturer – Postdoktorand, Dozent, Lehrbeauftragter   Political Science, Leibniz University of Hanover, Political Science Department	2010 to 2016
Scientific Policy Advisor, Head of Research – Managing Director, CEO   Former Thinktank Inposico Institute Stuttgart – Public Sector Research Center and Advisory Group. Co-Founder and Steering Committee, mainly Dean	2003 to 2014
Associate Lecturer – Dozent, Lehrbeauftragter   Administrative and Public Management Science, Ludwigsburg University of Public Administration and Finance, Faculty of Management and Law	2009 to 2014
External Scientific Reviewer, Lecturer – Gutachter, Dozent   Political Science, HfPol Baden-Württemberg	2008 & 2011 to 2012
Associate Lecturer – Dozent, Lehrbeauftragter   Political and Administrative Science, University of Constance, Department of Politics and Administration	2008 to 2010
Associate Lecturer – Dozent, Lehrbeauftragter   Administrative Science, Eberhard Karls University of Tübingen, Institute of Political Science	2008 to 2009
Associate Lecturer – Dozent, Lehrbeauftragter   Political and Administrative Science, Open University of Hagen, Institute of Political Science	2006 to 2009
Doctoral Researcher, Research Associate – Doktorand   Political and Administrative Science, ibd., former Department of Political Regulation and Governance	2003 to 2007
Miscellaneous   Scientific Policy Advisor and Speaker in the field of own research projects. Reviewer and editorial boards of several refereed journals. Several invitations as a Visiting Scientist. Several list places and one rejected call to a Professorship. Various third party funds/grants and [best paper] awards	

## ADMINISTRATION AND POLITICS [Selection]

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<b>Councilor, Executive Board, Vice Chair, Speaker – Stadtrat</b>   State Capital Stuttgart, several commissions. Executive Board, fractional Vice Chair [2019 to 2022], Speaker of Sports [2019 to present] and Security [2014 to present]	2008 to present - interruption 2009 to 2014
<b>Managing Boards, Vice Chairs – Vorstände</b>   Several executive committees of organizations and associations within the Christian Democratic Union Stuttgart	2002 to present
<b>Ministry Official</b>   Staff of several Ministries. I.a. Advisor and Managerial Head of various major projects. Especially Ministry of the Interior Baden-Württemberg, Digitization Department [2016 to present]	2014 to present
<b>Candidate for Parliament – Landtagskandidat</b>   Landtag of Baden-Württemberg, electoral district Stuttgart IV	2025 to 2026
<b>Candidate for Lord Mayor – Oberbürgermeisterkandidat</b>   Nominated by Christian Democratic Union/Free Voters/Free Democrats, Daimler-City Schorndorf	2021
<b>Ministry Official, delegated</b>   State Office of Criminal Investigation Baden-Württemberg [Landeskriminalamt]. Leadership group of Terrorism/Political Extremism	2012 to 2014
<b>Ministry Official</b>   Ministry of the Interior Baden-Württemberg, Internal Security Headquarter. I.a. Advisor and Managerial Head of various major projects	2000 to 2012
<b>Public Employee, Criminalist</b>   Regional Government Council Stuttgart [Regierungspräsidium], Criminal Investigation Department. Head of criminal investigation units [in several areas of crime], accompanied by postgraduate studies	to 1999
<b>Miscellaneous</b>   Call for candidacy, German Bundestag, electoral district 259 [2021], as well as call for coalition negotiations, formation of the State Government Baden-Württemberg, coordination team, cross-sectional group Internal Security [2026]	

## BOARDS, COUNCILS, COMMITTEES, ADVISORY SERVICE AND SO ON [Selection]

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<b>Administrative Councilor – Verwaltungsrat</b>   Administrative Council, Zweckverband Landeswasserversorgung, Stuttgart	2024 to present
<b>Association Meeting – Mitglied der Verbandsversammlung</b>   Zweckverband Landeswasserversorgung, Stuttgart	2024 to present
<b>Administrative Councilor – Verwaltungsrat</b>   Administrative Council, Zweckverband Bodensee-Wasserversorgung, Stuttgart	2024 to present
<b>Association Meeting – Mitglied der Verbandsversammlung</b>   Zweckverband Bodensee-Wasserversorgung, Stuttgart [representative]	2024 to present
<b>Association Meeting – Mitglied der Verbandsversammlung</b>   Zweckverband Filderwasserversorgung, Neckartailfingen	2024 to present

Association Meeting – Mitglied der Verbandsversammlung   Zweckverband Strohgäu Wasserversorgung, Korntal-Münchingen [representative]	2024 to present
Supervisor – Aufsichtsrat   Supervisory Board, Volkshochschule Stuttgart	2023 to present
Advisor – Beirat   Advisory Board, TVB Stuttgart	2022 to present
Advisor – Beirat   Advisory Board, Fanprojekt Stuttgart e.V., VfB Stuttgart and Stuttgarter Kickers	2019 to present
Supervisor, Vice Chair – Aufsichtsrat, stv. Aufsichtsratsvorsitzender   Supervisory Board, Hafen Stuttgart GmbH. Vice Chair [2024 to present]	2014 to present
Association Meeting – Mitglied der Verbandsversammlung   Zweckverband Restmüllheizkraftwerk Böblingen	2014 to present
Administrative Councilor – Verwaltungsrat   Administrative Council, Stuttgarter Philharmoniker [representative]	2014 to 2024
Administrative Councilor – Verwaltungsrat   Administrative Council, Zweckverband Restmüllheizkraftwerk Böblingen [representative 2019 to 2020]	2014 to 2020
Advisor – Beirat   Advisory Board, Theater der Altstadt, Stuttgart	2014 to 2019
Administrative Councilor – Verwaltungsrat   Administrative Council, Württembergische Staatstheater, up to date: Die Staatstheater Stuttgart	2008 to 2009
Regional Advisor – Regionalbeirat   Regional Advisory Board, EnBW Regional AG Stuttgart, up to date: Netze BW GmbH	2008 to 2009
<b>Miscellaneous</b>   Several former memberships, executive committees, managing boards, advisory boards and chairs in different areas. Functions as Advisor for various organizations, as well as call for candidacy, President [e.V.] and Supervisor/Chairman [AG], VfB Stuttgart [2019, withdrawn]	

## QUALIFICATION RECORD

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<b>Diploma, State Examination</b>   After general qualification for university entrance in Wangen im Allgäu [A-levels], professional education as a criminalist as well as graduate studies and bachelor's degree in Public Management Science, HfPol Baden-Württemberg	1994
<b>Magister Artium – M.A.</b>   Postgraduate studies and master's degree in Political Science [major], Psychology and Jurisprudence [minors], consolidation studies in Sociology and Philosophy, Open University of Hagen, grade 1	2003
<b>Dr. phil.</b>   Doctoral studies and doctoral degree/PhD. Doctor of Philosophy in Political and Administrative Science, ibd., grade 1 [magna cum laude]	2007
<b>Dr. habil., Venia Legendi, PD/Priv.-Doz.</b>   Postdoctoral studies and postdoctoral degree/cumulative habilitation. Doctor habilitatus in Political Science, Leibniz University Hanover	2016

## TEACHING COURSES (Selection)

Period	University/College, title of presentation	Semester hours per week, academic level
10/2006 – 3/2009	<b>Open University of Hagen, Faculty of Cultural and Social Science, Institute of Political Science</b> <ul style="list-style-type: none"> <li>• Reorganisation und Politische Führung in Deutschland</li> <li>• Einführung in die Verwaltungswissenschaft</li> <li>• Modernisierung des Staates</li> <li>• Kommunalpolitik und Kommunalverwaltung</li> <li>• Strukturwandel der Demokratietheorien</li> <li>• Das Parteiensystem der Bundesrepublik Deutschland</li> <li>• Internationale Politik studieren</li> </ul>	2 SWS, Diplom, Magister
4/2008 – 7/2008 & 4/2009 – 7/2009	<b>Eberhard Karls Excellence-University of Tuebingen, Faculty of Economics and Social Science, Institute of Political Science</b> <ul style="list-style-type: none"> <li>• Public Organization, Administration and Management</li> <li>• Public Modernization and Management</li> </ul>	2 SWS, Bachelor, Master, Magister, Teaching degree
4/2008 – 2/2010	<b>Excellence-University of Constance, Faculty of Politics, Law and Economics, Department of Politics and Management</b> <ul style="list-style-type: none"> <li>• Modernizing State and Administration - Public Sector Reforms</li> <li>• Modernisierung von Staaten aus vergleichender Perspektive</li> <li>• Transformation politischer Systeme</li> <li>• Empirische Verwaltungsforschung</li> </ul>	2 SWS, Bachelor, Master
5/2011 – 8/2012	<b>HfPol Baden-Wuerttemberg, Faculty of Social Science</b> <ul style="list-style-type: none"> <li>• Politikwissenschaft</li> </ul>	10 SWS, Bachelor
3/2009 – 2/2014	<b>Ludwigsburg College, University of Public Administration and Finances, Faculty of Management and Law</b> <ul style="list-style-type: none"> <li>• Public Sector Management: PM/OM</li> </ul>	3 SWS, Bachelor
4/2010 to present	<b>University of Hanover, Faculty of Philosophy, Political Science Department</b> <ul style="list-style-type: none"> <li>• Modernizing States in an European Comparison</li> <li>• Modernisierung von Staaten und Verwaltungen im Mehrebenenstaat</li> <li>• Reform der Landesverwaltungen</li> <li>• Regional Government Authorities Modernization</li> <li>• Politik und Verwaltung der Bundesländer im Mehrebenenstaat</li> <li>• Sustainability of States / Staatliche Zukunftsfähigkeit</li> <li>• Staaten im Wandel / States in Transition</li> <li>• Politik und Verwaltung auf kommunaler Ebene, Länder-, Bundes- und Europaebene</li> <li>• Strategische politische Interaktion, Kommunikation, Konfliktlösung und Entscheidungsfindung</li> <li>• Wissenschaftliche Methoden (qualitativ / quantitativ)</li> </ul>	2 SWS, Bachelor, Master, Teaching degree, Doctoral Students

Note: All courses received a grade of 1

## RESEARCH PROJECTS (Selection)

Partially funded with third-party funds

### Transition

In the network of political and public administrative actors the public administration plays a key role. Countries previously influenced by socialism or communism, which joined the European Union in the two most recent accession waves and are now undergoing strong change, are investigated to determine whether - and to what extent - public administrations influence transition processes to more democracy and market economies. With a regression analysis it is demonstrated that a qualitatively better functioning public administration makes a positive impact on transition, its effectiveness and sustainability. The regression analysis also offers arguments for the view that public administrations are important actors when it comes to the implementation of EU standards.

### Liberalization and Privatization

Since the 1980s almost all OECD and EU states have implemented policies of liberalization and denationalization. This project offers a model for explaining this phenomenon by regarding it as a process of policy convergence. The determinants and causal mechanisms driving the proliferation of privatization policy are identified with the help of convergence mechanisms proposed by the sciences and then analytically evaluated and interpreted with regression analyses of two independent, quantitative studies. The results identify independent problem-solving, peer pressure and international harmonization as the most important causal mechanisms. Membership of the EU is shown to be a strong privatization factor, and on the OECD level, party affiliation of the government is identified as an important intervening variable.

### Participation

The research venture focuses a debate that has intensified gradually. The dispute takes center stage with the increasing current political issues. It is about the lamented alleged lack of the German representative political system and the question whether it can contribute to implement direct democratic forms of participation to solve the problems or it should rather be classified as an inhibiting innovation and we do not drift into a „democracy of discussion“ step by step. The debate shows, for example, its „explosive effect“ in the controversy on Stuttgart 21. The project confronts the arguments of representative and direct democratic forms and works to achieve a symbiosis. This is done by a theoretical classification of the current situation, coupled with theoretical solution offerings. It turns out that a highly differentiated discourse is necessary to get closer to the problem.

### Digital Democracy/E-Democracy /„I-Voting“

The citizens of Estonia started electing their political representatives per internet in 2005. Since then the number of e-voters has grown strongly. A number of countries have conducted pilot tests, but no other country has followed Estonia's example to date. Apart from analyzing the political processes up to the implementation, the venture examines why it was possible to implement this far-reaching project in Estonia. It concludes that a variety of structural and legislative factors, as well as a number of actor constellations, supported the process. The venture analyzes the factors and constellations, highlights the influence of history on the introduction of e-voting aimed at increasing the legitimacy of the political system, and suggests that political power games accompanied the introduction process. It will be interesting to see whether Estonia's e-voting vision spawns sustainable copies in other countries in years to come.

### Electronic Voting in Comparison - Part I

Estonia is the trailblazer in e-voting, but Switzerland is actively pursuing the establishment of e-voting in its elections, too. The purpose of the study is to identify the factors that essentially affected the success of the „vote électronique“ in the pilot projects conducted in the cantons of Geneva, Neuchâtel and Zurich. It becomes evident that state change is promoted or prevented by the concurrence of several factors. Naturally, the

underlying institutional factors and constellations of actors play a substantial role and the context of the Swiss system is of importance as well. Switzerland is using two of the most progressive e-voting solutions in the cantons of Geneva and Neuchâtel and, hence, can be a role model. This would be the case simply on the grounds that the introduction process was mastered despite strong federal structures and political complexities, although such determinants are generally considered to be resistant to innovation and reforms.

### **Electronic Voting in Comparison - Part II**

Estonia has been electing its political representatives online since 2005, and is therefore on the forefront of a digital revolution. The interesting question arises how other European countries have developed. More specifically, whether the way has been paved properly elsewhere, and whether their efforts hold promise for the future. The country selection for this study was done mainly on the basis of where data is available, which is to some degree analyzable. Therefore, the study should primarily be seen as exploratory. In Europe, Switzerland seems to be the closest pursuer of Estonia on this field. Here one can expect to see the nationwide implementation of online elections in the near future. In Germany and Austria the efforts are also ambitious, but the concepts still less developed, and at this stage not implementable, for a number of reasons. In these countries the challenge is not to fall further behind, and to accelerate the respective efforts.

### **Reform of the Medium Regional Government Level in Germany (German federal states)**

In many German provinces people are thinking again about a reform of the medium regional government level. These government levels come under pressure because many actors demand an entirely new form of regional government. It needs to concentrate provincial and municipal functions and it is to be relieved of vertical control and permission processes. This venture is about the most recent reforms on the regional government level in four „western“ German provinces: Bavaria (BY), Baden-Wuerttemberg (BW), North Rhine-Westphalia (NRW) and Lower Saxony (NdS). Our main concern is to find the main factors that promote a radical - i.e. an all encompassing and fast - structural change and those factors that are of hindrance.

### **Modernizing Structures of German Administration Districts (North Rhine-Westphalia, Bavaria, Baden-Wuerttemberg, Lower Saxony, Hesse, Rhineland-Palatinate)**

This research venture focuses on the larger, western provinces and their district governments. Since recently, more and more people are of the opinion that the medium regional government level in its classical form is obsolete. These government levels come under pressure because many actors demand an entirely new form of regional government. It needs to concentrate provincial and municipal functions and it is to be relieved of vertical control and permission processes. These reforms however get stuck in most provinces in initial stages. This article shows that radical and hence successful modernization politics is not only possible but it can also be explained by only a few factors.

### **Administrative Structures of Saxony**

Saxony wants to rebuild its administrative structures. The existing administrative structure in the Eastern federal states reminds of the structural import from the Western Germany federal states in the early 1990s. When setting up the federal state of Saxony over 20 years before, a decentralized structure stood in the foreground. Based on modified conditions and after the state has attained a high degree of self-confidence, it is now more concerned with effects of centralization. For this the Saxon government wants a new organization of the location conception. Moreover they aspire to reduce its three regional governments to one regional government. The process is construed in a long term for ten years. It is questionable what can be attributed to these measures and whether the government is pursuing the right course. On the other hand it is important to know whether the project is enforceable. To this the article also gives a cursory comparative glance at other federal states.

### Administrative Structures of Mecklenburg-Western Pomerania

The study deals with the district reform in Mecklenburg-Western Pomerania in 2011. Building on policy analysis model - the so called multiple streams approach - this study analyses the problems and challenges Mecklenburg-Western Pomerania faces in times of demographic change as well as the policy alternatives presented to fix these problems and the political process that leads from recognition of these problems until the decision on a solution. It is to argue, that the heavy demands towards the old district structure made it inevitable to restructure the district level. This reform was pushed by the Social democrats and their governors within the political process. The Process was influenced by the state's Supreme Court which intervened on the first reform approach and shaped the political process into a process of negotiation. The perception of problems, the accepted and workable solution, the reform-based political climate and the change of government have provided an opportunity to reform. The Social democrats seized the opportunity to implement their policy as the largest ruling party with the coalition partner.

### New Steering

The New Steering was not only a failed large-scale project in the federal state of Baden-Wuerttemberg. The venture points out the reasons for these failures in a selected policy, which can be transferred to other policies and other federal states. On the one hand the model-theoretic considerations cannot be accepted without reproach to the public sector, because the rationalities of the private economical sector are not transferable. On the other hand specific structural complexities and network configurations and in particular micro-political determinants often speak against such a steering philosophy. It is therefore an inevitable consequence that the New Steering has lost its meaning and a new age of governance has been established, which deals more with the institutional conditions of a state to steer the society appropriately under the consideration of democracy and legitimacy. In political and administrative science context there is often spoken about a double-organized irresponsibility. The author's thesis provokes a three-way organized irresponsibility, which brings up for discussion, beside a diffusion of responsibility and an over-organization, an over-regulation and over-steering of the state. Under such conditions governance becomes increasingly complex and thus governability becomes more and more a theoretical venture.

### E-Government

The research venture focuses on two public sector projects, which build on each other and which are linked of a community leader from the Federal State of Baden-Wuerttemberg. At first the implementation of e-Government in Stuttgart will be examined. The State Capital of Stuttgart is a very good example with its e-government projects in the Federal Republic of Germany. On the other side we recognize, beside such innovative and still relatively young modernization trends and some evergreens also rather marginal examined concepts so far. Therefore the venture focuses consequently also the Stuttgart Shared Service Center Project and explicitly in the field of e-Procurement. The concept can be considered as a necessary consequence of the aforementioned successful project.

### Federal Council

The Federal Reforms I and II heralded a comprehensive modernization of the state. Together they impact the work of the Bundesrat (Federal Council), the upper house of the German Parliament. In this context, it can be assumed that compatible majorities between the Bundestag (Federal Parliament), the lower house of the German Parliament, and the Federal Council expedite the legislative process and opposing majorities block the process. But, to what extent does the Federal Council, in fact, assume the role of a destructive veto player? This study deepens and extends the insights into this research question with a differentiated, holistic and exclusive analysis of the data material. To describe the institution as a destructive veto player in opposing majorities does not correspond with the empirical analysis. The Federal Council may from time to time behave like a destructive veto player, because the ability to influence the process is derived from the constitutionally entrenched potential to prevent a law. Primarily, however, the Federal Council operates on the level



of compromises in the cooperative federal state, in which the process is embedded in a comprehensive, often time-consuming, negotiation mechanism between the Federal Government and the states.

### **Policy-Learning as an integrated Approach in the course of Modernization of States**

The research study focuses on the modernization of states. For this purpose it refers to theoretical approaches to learning which deals with the changeability of political objectives and state structures, and specifically with the variable aspects thereof, rather than the stabilizing aspects. The document constitutes a further development of the debate on learning theories, since these theories often do not oppose classical theoretical research approaches. They should be seen as a valuable supplement. New information or findings can change perceptions and preferences, which may lead to political reforms. Therefore, on the one hand policy-learning is an important cause of political change. On the other hand, learning approaches can contribute to a better explanation of policies. They often do this when they are designed complementary to, and integrated into actor-centered-institutional approaches. This has the advantage that central categories, such as power and interests, do not remain underexposed. Strictly speaking, change is not triggered by institutional factors or actor constellations. Such factors only stimulate change. Ultimately, there are other components, which initiate a learning process and change in cooperation with the aforementioned contextual factors. Crucial for this to happen, is a political and economic pressure setting and, inter alia, the factors time and space. Therefore, the probability that political change will follow in the wake of learning processes, is higher, if the aforementioned learn-promoting factors meet up with favorable context factors.

### **Subjectivation and Public Sector Reforms**

Based on the assumption that the management vision is going to prevail in the public sector, it seems interesting to ask for the impact of that development on political and administrative individuals. This requires an expanded analysis perspective to the functioning of institutions and organizations of modern management systems. Helpful at this is the cursory comparison of classical institutional and organizational theorems, for example in the course of New Public Management with post-structuralist arguments. In this context approaches are productive, which realize state modernization indeed as structural change processes, which often cannot be planned, but always also as a process of social change of collective learning.