Index

Aberbach, J. 56, 83
ad hoc policy reviews 59–62
administrative class 44–7, 120–22, 197
administrative state 73–4, 149–51, 197
administrative traditions 3–4, 6, 10–26
  management and law 15–16
  politicians and bureaucrats 16–18
  state and society 14–15
uniformity 18–20
why reform was possible 20–22
Adonis, A. 48
agencies 211
  Australia 91, 92, 101
  Canada 156
  Britain 41, 49–50, 55, 156, 187
  US 186, 187, 188, 189
Alexander, M. 4
analytical framework 11
Anglo-American civil service systems 1–9, 195–216
  commonalities and identity 4–5
  configurations 211–12
  diffusion 210–11
  future 212–13
  group distinctiveness 5–6
  historical development 195–8
  internal labour markets 198–200
  politicisation 200–202
  public opinion 203–205
  reform 5–6, 205–210
  representativeness 202–203
  specificity 2–3
  variations 3–4
Anglo–American tradition 13–14
Anglo-Saxon system 2, 3
  see also Westminster system
appointments
  Australia 83, 87–8, 98
  Britain 44–7
  Canada 156–7
Arnold, P. 22
asset sales 92–3
Aucoin, P. 7, 70, 71, 82, 105, 148, 155, 156, 158, 167, 174, 210
Australia 1–6 passim, 70–112
  boundaries 82, 103–104
  Charter of Budget Honesty 80
  colonial administration 72
  Committee of Inquiry into Public Service Recruitment 96
  comparative perspectives 104–105, 195–212 passim
  development 72–4
  Financial Management Improvement Programme 80, 100
  internal reconstitution of public service 94–101
  level and direction of change 101–103
  models 105–106
  National Commission of Audit 78
  personnel and business efficiency 73
  political–bureaucratic relations 18, 82–9, 101–103, 105
  popular control of representative institutions 72
  public opinion 80–82
  public–private relations 89–94, 102, 103, 105
  Public Service Act 1922 85, 97
  Public Service Act 1999 88, 100–101, 105
  Public Service Board 87
  Public Service Commissioner’s annual report 101
  reform 74–80
  reform diffusion 79–80, 163
  Royal Commission on Australian Government Administration (RCAGA) 77, 96
  Workplace Relations Act 1996 100
Australian National Audit Office 89 (ANAO) 92–3
Ayers, T. 86
balance-of-payments crisis 78
Bank of England 52
Barberis, P. 44
Barrett, P. 91
Bean, C. 81, 204
Beattie, A. 32
Beck, H. 2, 114, 128, 196
Bell, S. 78
benchmarking 91
Bichard, M. 58
bilateral relations 4, 210
Bird Commission on the Status of
Women 160
Blair government 28, 52–63
Bland, F.A. 73
Boston, J. 127, 180, 205
Boundaries 82, 103–104, 195, 213
Bourguet, J. 155, 156, 158
Bourdon, J. 158, 168–9, 170
Boxall, P. 92
Britain 1–6 passim, 27–69, 180
administrative traditions 13, 14–15, 16, 18, 19, 21
ancien régime 31
Cabinet Office 57, 58
Centre for Management and Policy Studies 58
changes under Conservative governments 1979–1997 34–52
Citizen’s Charter 49
Civil Service Code 50
comparative perspectives 104–105, 195–212 passim
constitutional conservatism and path dependency 64–5
development of civil service 29–34
diffusion 80, 113, 162, 163
executive agencies 41, 49–50, 55, 156, 187
Home Office 41
cabinet committees 61
cabinet system of government 33
Canada 1–6 passim, 7, 148–73
administrative state 149–51
administrative traditions 16, 18–19, 20, 21, 23
Advisory Council on the Status of Women 160
Canadian paradox 170–71
Civil Service Acts 149
comparative perspectives 195–212
passim
development of civil service 149–56
diffusion 162–3
Glassco Commission 151–2, 155, 159
Employment Equity Act 1995 160
Increased Ministerial Authority and Accountability (IMAA) 155
management reform 151–6
Official Languages Act 159
patronage 149
politicisation 18, 156–8
public management reform 163–70
public opinion 161–2
Public Service Employment Act 155
Index

Public Service Modernisation Act (PSMA) 167–8
Public Service Reform Act 1992 164, 165–6
Public Service 2000 164–6
La Relève 168–9
reform model and process 169–70
representativeness 158–61
restructuring and programme review 166–7
Royal Commission on Bilingualism and Biculturalism 159
senior officials and management 153–5
Task Force on Modernising Human Resources Management 167
Treasury Board 151, 152, 153
Canadian Centre for Management Development 155
Canberra model 70
capacity 104, 105, 206
career distinctiveness 99
career service 198
Australia 95–9, 102, 103
Britain 44–7
Castles, F. 4, 10
Cave Creek tragedy 133, 137
central personnel agencies 118, 196, 197
see also under individual names
centralisation 57–9, 164
Chapman, J. 133
chief of staff 59, 157
Chrétien, J. 157, 167, 168, 170
Citizen’s Charter 49
Civil Service Commission (Canada) 149, 151, 152
Civil Service Research Consortium 2, 7, 211
Clark, Prime Minister 157
Clifford, C. 17
Clinton administration 177, 178, 181, 182, 184, 185–7, 189, 190
colonial autocracy 72
Commonwealth 4, 73–4
configurations 211–12
constitution 16
constitutional conservatism 27–8, 64–5
constitutional crisis 139–40
contractual model 136–7
Cooper, J. 175
coordination 57–62
Cornes, R. 52
corporate governance 101
corruption 133–4, 138
cost reduction 165, 166
Council of Australian Governments 76
Coventry, H. 97
Cronin, J.E. 33
culture
changes in Canada 153–6, 164–5
corruption 133–4, 138
convergence in Australia 90–91
development of civil service
Australia 72–4
Britain 29–34
Canada 149–56
New Zealand 115–19
patterns of 195–8
US 175
development of civil service
Australia 72–4
Britain 29–34
Canada 149–56
New Zealand 115–19
patterns of 195–8
US 175
devolution 19, 62, 100–101, 155–6, 207
diffusion 4–5, 79–80, 162–3, 210–11
Dilullo, J. 183
D’Avignon report 153–4, 166
Davis, G. 91
dawson, R.M. 162
decentralisation 19, 62, 100–101, 155–6, 190, 207
democracy 143
liberal 114–15
social 115
departmental secretaries (Australia) 87–8
departments, ministerial 32–4, 72
dependency 41–52, 62
deregulation 100–101
development of civil service
Australia 72–4
Britain 29–34
Canada 149–56
New Zealand 115–19
patterns of 195–8
US 175
devolution 19, 62, 100–101, 155–6, 207
diffusion 4–5, 79–80, 162–3, 210–11
Dilullo, J. 183
D’Avignon report 153–4, 166
Dion, S. 156, 158
Diploma in Public Administration 123–4
Dowding, K. 34
downsizing 208
Australia 94
New Zealand 116
US 180, 181–2
<table>
<thead>
<tr>
<th>Index</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Ingraham, P.W. 42, 43, 170, 174, 175, 177, 178, 180, 183</td>
<td></td>
</tr>
<tr>
<td>institutional isomorphism 211</td>
<td></td>
</tr>
<tr>
<td>interest groups 158</td>
<td></td>
</tr>
<tr>
<td>internal labour markets see personnel practices</td>
<td></td>
</tr>
<tr>
<td>international organisations 163</td>
<td></td>
</tr>
<tr>
<td>Ireland 2, 13, 14–15, 19, 21</td>
<td></td>
</tr>
<tr>
<td>Jabes, J. 160</td>
<td></td>
</tr>
<tr>
<td>Johnson, N. 14</td>
<td></td>
</tr>
<tr>
<td>joined-up government 57–62</td>
<td></td>
</tr>
<tr>
<td>Judge, D. 27, 31, 32</td>
<td></td>
</tr>
<tr>
<td>Junor, A. 97</td>
<td></td>
</tr>
<tr>
<td>Kaufman, H. 105</td>
<td></td>
</tr>
<tr>
<td>Kavanagh, D. 59, 61</td>
<td></td>
</tr>
<tr>
<td>Keating government 87, 88, 89</td>
<td></td>
</tr>
<tr>
<td>Kelly, P. 78</td>
<td></td>
</tr>
<tr>
<td>Kelsall, R.K. 44</td>
<td></td>
</tr>
<tr>
<td>Kemp, P.D. 71, 86–7, 89, 90, 91, 94, 100, 101</td>
<td></td>
</tr>
<tr>
<td>Kemp, P. 46–7</td>
<td></td>
</tr>
<tr>
<td>Kernaghan, K. 204</td>
<td></td>
</tr>
<tr>
<td>Kettl, D. 174, 183, 206</td>
<td></td>
</tr>
<tr>
<td>labour-management relations 184–5</td>
<td></td>
</tr>
<tr>
<td>Lambert Commission 153, 153–4, 155</td>
<td></td>
</tr>
<tr>
<td>lateral appointments 98</td>
<td></td>
</tr>
<tr>
<td>law 22</td>
<td></td>
</tr>
<tr>
<td>management and 15–16</td>
<td></td>
</tr>
<tr>
<td>see also under individual countries</td>
<td></td>
</tr>
<tr>
<td>liberal democracy 114–15</td>
<td></td>
</tr>
<tr>
<td>Light, P.C. 17</td>
<td></td>
</tr>
<tr>
<td>Lijphart, A. 2</td>
<td></td>
</tr>
<tr>
<td>Lipson, L. 113, 114, 116, 117–18, 120, 121–2, 133, 139, 210</td>
<td></td>
</tr>
<tr>
<td>Locke, J. 14</td>
<td></td>
</tr>
<tr>
<td>Locke, R. 20</td>
<td></td>
</tr>
<tr>
<td>MacDermott, K. 97</td>
<td></td>
</tr>
<tr>
<td>Major government 45, 46–7, 48, 49</td>
<td></td>
</tr>
<tr>
<td>Muley, M. 86</td>
<td></td>
</tr>
<tr>
<td>management, and law 15–16</td>
<td></td>
</tr>
<tr>
<td>Management Category (Canada) 154</td>
<td></td>
</tr>
<tr>
<td>management deficiencies 78–9</td>
<td></td>
</tr>
<tr>
<td>management philosophy 153–5</td>
<td></td>
</tr>
<tr>
<td>managerialism see new public management (NPM)</td>
<td></td>
</tr>
<tr>
<td>Manion, J. 164</td>
<td></td>
</tr>
<tr>
<td>Maori 127–8, 202</td>
<td></td>
</tr>
<tr>
<td>Maori Women’s League 126</td>
<td></td>
</tr>
<tr>
<td>market/marketisation 53–4, 76, 207</td>
<td></td>
</tr>
<tr>
<td>Marsh, D. 28, 33</td>
<td></td>
</tr>
<tr>
<td>Martin, J. 122, 129</td>
<td></td>
</tr>
<tr>
<td>Mascarenhas, R.C. 115, 120, 130, 132, 133, 136, 137, 140, 144</td>
<td></td>
</tr>
<tr>
<td>Masse, M. 157, 167</td>
<td></td>
</tr>
<tr>
<td>McCarthy Commission 118, 142</td>
<td></td>
</tr>
<tr>
<td>McLay, J. 140</td>
<td></td>
</tr>
<tr>
<td>memoranda of understanding (MOUs) 155</td>
<td></td>
</tr>
<tr>
<td>merit system 117, 196, 197</td>
<td></td>
</tr>
<tr>
<td>Metcalfe, L. 50</td>
<td></td>
</tr>
<tr>
<td>ministerial departments 32–4, 72</td>
<td></td>
</tr>
<tr>
<td>minority groups 55–6, 97, 127–8, 158–9, 202</td>
<td></td>
</tr>
<tr>
<td>mobility 124–5, 199</td>
<td></td>
</tr>
<tr>
<td>Moe, T. 175</td>
<td></td>
</tr>
<tr>
<td>Moore, B. 31</td>
<td></td>
</tr>
<tr>
<td>Moore-Wilton, M. 106</td>
<td></td>
</tr>
<tr>
<td>Morgan, E.P. 12, 139, 143, 212</td>
<td></td>
</tr>
<tr>
<td>Morris, B. 61, 62</td>
<td></td>
</tr>
<tr>
<td>Mosher, F. 73, 125, 196, 197</td>
<td></td>
</tr>
<tr>
<td>Moynihan, D.P. 177</td>
<td></td>
</tr>
<tr>
<td>Mulgan, R.G. 89, 92, 115, 132, 133, 141</td>
<td></td>
</tr>
<tr>
<td>Mulroney government 157, 164, 166</td>
<td></td>
</tr>
<tr>
<td>Murray, G. 162</td>
<td></td>
</tr>
<tr>
<td>Napoleon 12</td>
<td></td>
</tr>
<tr>
<td>neo-liberalism</td>
<td></td>
</tr>
<tr>
<td>Australia 78</td>
<td></td>
</tr>
<tr>
<td>Britain 37–8</td>
<td></td>
</tr>
<tr>
<td>New Zealand 113, 115, 119</td>
<td></td>
</tr>
<tr>
<td>Nethercote, J.R. 87</td>
<td></td>
</tr>
<tr>
<td>networks 4, 53–4</td>
<td></td>
</tr>
<tr>
<td>new public management (NPM) 1, 5–6, 15, 207–8</td>
<td></td>
</tr>
<tr>
<td>and administrative traditions 20–22</td>
<td></td>
</tr>
<tr>
<td>Australia 76, 79, 100</td>
<td></td>
</tr>
<tr>
<td>Britain 35, 38–41, 53</td>
<td></td>
</tr>
<tr>
<td>Canada 151–6, 163–70, 170–71</td>
<td></td>
</tr>
<tr>
<td>New Zealand 134–9, 140, 144</td>
<td></td>
</tr>
<tr>
<td>US 174, 179–85</td>
<td></td>
</tr>
<tr>
<td>New Zealand 1–6 passim, 6–7, 75, 180, 113–47</td>
<td></td>
</tr>
<tr>
<td>administrative traditions 16–7, 18, 19</td>
<td></td>
</tr>
<tr>
<td>Civil Service Act 1886 116</td>
<td></td>
</tr>
<tr>
<td>Committee to Review the Centre 119</td>
<td></td>
</tr>
</tbody>
</table>
New Zealand (cont.):

- comparative traditions 104–105, 195–212 passim
- development of public service 115–19
- emergence of identity 114, 120–25
- Employment Contracts Act 1990 124
- Fiscal Responsibility Act 1994 80
- foundations of public service 117–18
- Government Service Equal Pay Act 1960 126
- Higher Salaries Commission 142
- independent personnel agency 118, 141–2
- National Development Act 1980 132
- Official Information Act 1982 132
- Operational Performance Measurement System (OPMS) 153
- Parliamentary Commissioner (Ombudsman) Act 1962 132
- patronage 116–17
- personnel management focus 141–2
- political-bureaucratic relations 114, 128–31, 134–9, 139–40
- Political Disabilities Removal Act 1936 129
- politicisation 128–31
- Public Finance Act 1989 136–7, 144
- public opinion 131–4
- public servants’ mission 143
- Public Service Act 1912 117, 128, 139, 141
- qualifications 121, 122–3, 142–3
- reform 119, 134–9
- representativeness 125–8
- Royal Commission on the Civil Service 116
- socio-economic context 140–41
- State Sector Act 1988 123, 124, 125, 135, 141, 142, 144
- State Services Commission 118, 119, 123, 127, 129, 134, 137, 140, 142
- Treasury 130, 131, 143
- New Zealand Institute of Public Administration 118, 122
- Next Steps agencies 41, 49–50, 55, 156, 187
- nightwatchman state 29–30
- Northcote–Trevelyan model 29–30, 32–3, 120–21, 196
- Northern Ireland 62

O’Brien, J. 101
O’Donnell, M. 101
OECD 1, 5, 80, 205
O’Leary, R. 62
ombudsman 132
Osbaldeston, G. 157
Osborne, D. 181
outsourcing 90, 91, 92–3
owner and purchaser 136

Page, E.C. 11
Palmerston, Lord 31
pantouflage 158
Papadakis, E. 81
parliamentary state 31–4
Parker, R.S. 87
partnerships 53–4, 184–5
path dependency 12, 28, 64–5
patronage 31, 72, 116–17, 149
pay/income 43, 176, 185
Pearson government 159, 168
Peel, R. 31
Peele, G. 29
pendulum movements 71, 105–106
people’s panel 54–5
performance-based organisations 187–9
performance management 118, 137, 177–8, 199, 207
Perkins, A. 170
permanent secretaries (Britain) 44–7
Perry, P. 203, 204
personnel demonstration authority 177
personnel practices 198–200
Australia 73, 84–6, 87–8, 94–101
Britain 43–8, 54–7
Canada 153–5, 158–61, 169–70
New Zealand 118, 120–28, 141–3
US 176, 177, 184–5, 186, 188
Peters, B.G. 10, 11, 16, 21, 22, 65, 130–31, 201
Pfiffner, J. 174, 178
Pierre, J. 12, 16, 70, 82, 201
Pitfield, M. 156–7
planning, programming and budgeting system (PPBS) 152–3
Platt, S. 59
Plowden, F. 42
Plowden, W. 205
policy communities 158
policy implementation 56, 206
<table>
<thead>
<tr>
<th>Term</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy receptive configuration</td>
<td>212</td>
</tr>
<tr>
<td>Policy role</td>
<td>33, 86–7, 104, 130, 141</td>
</tr>
<tr>
<td>Policy styles</td>
<td>11, 12</td>
</tr>
<tr>
<td>Political appointees</td>
<td>18</td>
</tr>
<tr>
<td>Australia</td>
<td>84</td>
</tr>
<tr>
<td>Britain</td>
<td>56, 59</td>
</tr>
<tr>
<td>US 175</td>
<td></td>
</tr>
<tr>
<td>Political-bureaucratic relations</td>
<td>3, 16–18</td>
</tr>
<tr>
<td>Australia</td>
<td>18, 82–9, 101–103, 105</td>
</tr>
<tr>
<td>Britain</td>
<td>41–52</td>
</tr>
<tr>
<td>Canada</td>
<td>156–8</td>
</tr>
<tr>
<td>New Zealand</td>
<td>114, 128–31, 134–9, 139–40</td>
</tr>
<tr>
<td>US 175</td>
<td>175–6</td>
</tr>
<tr>
<td>See also politicisation</td>
<td></td>
</tr>
<tr>
<td>Political control</td>
<td>79</td>
</tr>
<tr>
<td>Political control</td>
<td></td>
</tr>
<tr>
<td>Political control</td>
<td></td>
</tr>
<tr>
<td>Political control</td>
<td></td>
</tr>
<tr>
<td>Political control</td>
<td></td>
</tr>
<tr>
<td>Political control</td>
<td></td>
</tr>
<tr>
<td>Political control</td>
<td></td>
</tr>
<tr>
<td>Political control</td>
<td></td>
</tr>
<tr>
<td>Political patronage</td>
<td>31, 72, 116–17, 149</td>
</tr>
<tr>
<td>Australia</td>
<td>88–9</td>
</tr>
<tr>
<td>Britain</td>
<td>43–8</td>
</tr>
<tr>
<td>Canada</td>
<td>18, 156–8</td>
</tr>
<tr>
<td>New Zealand</td>
<td>128–31</td>
</tr>
<tr>
<td>United States</td>
<td>175</td>
</tr>
<tr>
<td>Polliett, C.</td>
<td>165, 206</td>
</tr>
<tr>
<td>Power, D.N.</td>
<td>138</td>
</tr>
<tr>
<td>Powell, W.W.</td>
<td>211</td>
</tr>
<tr>
<td>Prezworski, A.</td>
<td>10</td>
</tr>
<tr>
<td>Principal–agent model</td>
<td>130–31, 136–7</td>
</tr>
<tr>
<td>Private–public relations</td>
<td></td>
</tr>
<tr>
<td>Private–public relations</td>
<td></td>
</tr>
<tr>
<td>Programmes budgets</td>
<td>152–3</td>
</tr>
<tr>
<td>Programme review</td>
<td>166–7, 208</td>
</tr>
<tr>
<td>Public administration</td>
<td>39–40</td>
</tr>
<tr>
<td>Public choice theory</td>
<td>36</td>
</tr>
<tr>
<td>Power, J.</td>
<td>80</td>
</tr>
<tr>
<td>Public corporation</td>
<td>73</td>
</tr>
<tr>
<td>Public finance</td>
<td>19</td>
</tr>
<tr>
<td>Public opinion</td>
<td>203–205</td>
</tr>
<tr>
<td>Australia</td>
<td>80–82</td>
</tr>
<tr>
<td>Britain</td>
<td>53–4</td>
</tr>
<tr>
<td>Canada</td>
<td>161–2</td>
</tr>
<tr>
<td>New Zealand</td>
<td>131–4</td>
</tr>
<tr>
<td>United States</td>
<td>204</td>
</tr>
<tr>
<td>Public–private relations</td>
<td>105</td>
</tr>
<tr>
<td>Australia</td>
<td>89–94, 102, 103, 105</td>
</tr>
<tr>
<td>New Zealand</td>
<td>140–41</td>
</tr>
<tr>
<td>Public Service Association (PSA) (New Zealand)</td>
<td>116, 125, 126</td>
</tr>
<tr>
<td>Public Service Commission (Canada)</td>
<td>152, 155, 165, 168</td>
</tr>
<tr>
<td>Public Service Commission (New Zealand)</td>
<td>117–18, 141–2</td>
</tr>
<tr>
<td>Public Service</td>
<td>2000 164–6</td>
</tr>
<tr>
<td>Purchaser and owner</td>
<td>136</td>
</tr>
<tr>
<td>Pusey, M.</td>
<td>78, 81</td>
</tr>
<tr>
<td>Qualifications</td>
<td>121, 122–3, 142–3</td>
</tr>
<tr>
<td>Raadschelders, J.</td>
<td>29, 30, 34, 196</td>
</tr>
<tr>
<td>Rainey, H.</td>
<td>203, 204</td>
</tr>
<tr>
<td>Reagan administration</td>
<td>176</td>
</tr>
<tr>
<td>Recruitment</td>
<td>198–9</td>
</tr>
<tr>
<td>Australia</td>
<td>96, 99</td>
</tr>
<tr>
<td>Britain</td>
<td>44–7, 55–6</td>
</tr>
<tr>
<td>Canada</td>
<td>165–6</td>
</tr>
<tr>
<td>New Zealand</td>
<td>116, 120–21, 122</td>
</tr>
<tr>
<td>United States</td>
<td>176–7</td>
</tr>
<tr>
<td>Reform</td>
<td>5–6</td>
</tr>
<tr>
<td>Administrative traditions and</td>
<td></td>
</tr>
<tr>
<td>Comparative perspectives</td>
<td></td>
</tr>
<tr>
<td>Diffusion</td>
<td>205–210</td>
</tr>
<tr>
<td>Neurosis</td>
<td>204</td>
</tr>
<tr>
<td>See also under individual countries</td>
<td></td>
</tr>
<tr>
<td>Regional assemblies</td>
<td>62</td>
</tr>
<tr>
<td>Reinvention</td>
<td>177, 179–85, 188–9, 211</td>
</tr>
<tr>
<td>Reinvention laboratories</td>
<td>183–4</td>
</tr>
<tr>
<td>Reich, P.</td>
<td>85, 100</td>
</tr>
<tr>
<td>Releve, L.</td>
<td>168–9</td>
</tr>
<tr>
<td>Representativeness</td>
<td>202–203</td>
</tr>
<tr>
<td>Australia</td>
<td>97</td>
</tr>
<tr>
<td>Britain</td>
<td>44–7, 55–6</td>
</tr>
<tr>
<td>Canada</td>
<td>158–61</td>
</tr>
<tr>
<td>New Zealand</td>
<td>125–8</td>
</tr>
<tr>
<td>United States</td>
<td>203</td>
</tr>
<tr>
<td>Research design</td>
<td></td>
</tr>
<tr>
<td>Most-different system</td>
<td>10</td>
</tr>
<tr>
<td>Most-similar system</td>
<td>11</td>
</tr>
<tr>
<td>Richards, D.</td>
<td>33, 44, 45, 47, 50, 51, 52, 55</td>
</tr>
<tr>
<td>Richardson, J.J.</td>
<td>11, 12</td>
</tr>
<tr>
<td>Richardson, R.</td>
<td>131</td>
</tr>
<tr>
<td>Ridley, F.F.</td>
<td>99</td>
</tr>
<tr>
<td>Rights</td>
<td>16</td>
</tr>
<tr>
<td>Roberts, A.</td>
<td>175</td>
</tr>
</tbody>
</table>

See also under individual countries.
Robertson, G. 157
Robertson, J.F. 138
Roborgh, R.L.J. 55, 202
Rockman, B. 178
Rohr, J. 140
Rose, R. 128
Rubinstein, W.D. 44
Russell, S. 139–40
Rutgers, M. 29, 30, 34, 196
Sanders, R. 180
Savoie, D.J. 4, 15, 18, 21, 130–31, 155, 211
Scarrow, H.A. 96, 197
Schaffer, B. 21
Schick, A. 124, 136, 137, 142
scientific management 123
Scotland 62
Scott, G. 206
Sedgwick, S.T. 100
Seldon, A. 59, 61
Self, P. 70
senior executive service (SES) 200
Australia 80, 85, 98, 200
Britain 44–7
Canada 154
New Zealand 119, 123–4, 200
US 80, 178, 200
separate personnel systems 176, 177
Service First 54–5
Shepherd, R.P. 170
Sims, H. 161, 162
size of civil service
Australia 74, 94
Britain 29, 41
Canada 150, 167
New Zealand 127
see also downsizing
Skelcher, C. 18
Smith, M.J. 50, 51, 52, 62
social democracy 115
social embeddedness 114
society, and state 14–15
Spann, R.N. 72, 73, 95, 105
special operating agencies (SOAs) 156
St-Martin, D. 156
stakeholder society 53, 57
state 2–3
administrative 73–4, 149–51, 197
nightwatchman 29
parliamentary 31–4
role in Australia 93–4
role in Britain 29, 31–4, 52–3
role in New Zealand 117, 132, 140–41
role in United States 3
and society 14–15
State Services Commission (New Zealand) 118, 119, 123, 127, 129, 134, 137, 140, 142
Steinmo, S. 12
Stewart, J. 20
structural reforms
Australia 89–94, 102
Britain 48–51, 57–62
Canada 151–3, 156, 166–7
New Zealand 119, 134–9
US 179–85, 187
Subramaniam, V. 96
Sutch, W.B. 126, 129
Sweden 163
Szabowski, G. 157
task forces 59–62
Tellier, P.M. 154, 157, 164
tenure 85–6, 87–8, 124
Teune, H. 10
Thatcher governments 28, 36–48, 48–9, 51
Theakston, K. 44–5, 55, 64
Thelen, K. 12
thickening of government 17
Third Way 52–4
Thompson, J.R. 177, 180, 182, 183, 190
traditional approaches, failure of 77
traditions, administrative see administrative traditions
Treaty of Waitangi 1840 127, 202
Trosa, S. 180
Trudeau, P. 156–7
trust 53–4, 81–2, 161–2
turnover 87–8
uniformity 18–20
unions 184–5
United Kingdom (UK) see Britain
United States (US) 1–6 passim, 7, 114, 174–94
Administrative Procedures Act 1946 16
Index

administrative traditions 13, 14, 16, 18–19, 20, 21, 22, 23
after September 11, 2001 179, 190–91
American Declaration of Independence 14
Civil Service Reform Act 1978 174, 177, 178, 179, 190, 197
civil service rules 177
Classification Acts 179
corporate perspectives 195–212
confidence in government 161–2
Congress 175
downsizing 181–2
Federal Employee Pay and Compensation Act 1990 185
Federal Personnel Manual 182
Federal Personnel Systems Reinvention Act 185–6
Federal Workforce Restructuring Act 1994 181
flexibility 183–4
fragmentation 176–7
Government Performance and Results Act 1993 187–9
Homeland Security Office 191
influence on Canada 162–3
labour-management relations 184–5
National Partnership Council 184
National Performance Review 179–80, 181, 183, 184, 189–90, 198, 205, 206
Office of Personnel Management 186
Omnibus Civil Service Reform Act 185–7
Patent and Trademark Office 187
Pendleton Act 1883 190, 196
performance 177–8
political-bureaucratic relations 175–6
political context of reform 178–9
President’s Management Agenda 190–91
proposals for legislative change 185–90
reinvention 179–85
SES 80, 178, 200
simplification 182–3
terrorism 190–91
University of New Zealand 121, 122
value conflicts 129–30
van der Meer, F.M. 55, 196, 202
Waldo, D. 74, 181
Wales 62
Walsh, K. 20
Weaver, R.K. 178
Webster, A. 203, 204
Weller, P. 87, 89
Westminster system 2, 3, 4, 13, 16–17
Australia 105–106
Britain’s Westminster-Whitehall model 28, 39–40, 51, 63
Canada 149, 150
New Zealand 120, 143
see also Whitehall paradigm
Wettenhall, R. 73, 77, 92
whistle blowing 129
Whitehall paradigm 51, 64–5
see also Westminster system
Whitlam government 83, 87, 98
Whitmore, C. 47
Wilenski, P. 79, 84
Wilson, G. 4, 37, 42, 65, 71, 105, 210
Wilson, J. 190
Wilson, R. 52, 58, 60
Wilson, V.S. 151
Wise, C.R. 144
Wise, L.R. 198
Withers, G. 81
women 202, 203
Australia 97
Britain 55–6
Canada 159–61
New Zealand 126–7
Wright, V. 17
Wünder, B. 12
Young, L. 89
Zifcak, S. 104
Zussman, D. 160