## Index

<table>
<thead>
<tr>
<th>Aberbach, Joel D.</th>
<th>11, 12, 37–58, 60</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to Justice Act (1999)</td>
<td>144</td>
</tr>
<tr>
<td>accountability</td>
<td>10, 13–14, 41, 71–2, 102, 195–200</td>
</tr>
<tr>
<td>civil service</td>
<td>116–37</td>
</tr>
<tr>
<td>Parliamentary</td>
<td>123–36</td>
</tr>
<tr>
<td>political</td>
<td>25</td>
</tr>
<tr>
<td>systems</td>
<td>91–6</td>
</tr>
<tr>
<td>trust, as antithesis of</td>
<td>194</td>
</tr>
<tr>
<td>administrative</td>
<td>justice</td>
</tr>
<tr>
<td>rationality, USA</td>
<td>40</td>
</tr>
<tr>
<td>reform</td>
<td>28</td>
</tr>
<tr>
<td>responsibility</td>
<td>71</td>
</tr>
<tr>
<td>training schools in France</td>
<td>30</td>
</tr>
<tr>
<td>Administrative Court</td>
<td>144</td>
</tr>
<tr>
<td>Adshead, M.</td>
<td>62, 201</td>
</tr>
<tr>
<td>advertising of posts</td>
<td>113, 114</td>
</tr>
<tr>
<td>Age Concern</td>
<td>89</td>
</tr>
<tr>
<td>agencies, executive</td>
<td>74–98</td>
</tr>
<tr>
<td>agencification</td>
<td>1, 9</td>
</tr>
<tr>
<td>of the civil service</td>
<td>119</td>
</tr>
<tr>
<td>Agresta, Robert J.</td>
<td>44, 201</td>
</tr>
<tr>
<td>agricultural policy</td>
<td>64, 69</td>
</tr>
<tr>
<td>agriculture, scientific testing</td>
<td>168</td>
</tr>
<tr>
<td>Alford, J.</td>
<td>184, 201</td>
</tr>
<tr>
<td>Allison, Graham T.</td>
<td>46, 201</td>
</tr>
<tr>
<td>Andersen, Arthur</td>
<td>54</td>
</tr>
<tr>
<td>Anglo-Saxon pluralist tradition</td>
<td>26</td>
</tr>
<tr>
<td>Annan, Noel</td>
<td>185, 187, 196, 201</td>
</tr>
<tr>
<td>anti-drugs policies</td>
<td>106</td>
</tr>
<tr>
<td>Antipodean exceptionalism</td>
<td>32–3, 35</td>
</tr>
<tr>
<td>appointments, fixed term</td>
<td>9</td>
</tr>
<tr>
<td>appraisal arrangements</td>
<td>109, 173</td>
</tr>
<tr>
<td>Arendt, Hannah</td>
<td>192, 199</td>
</tr>
<tr>
<td>asylum and immigration</td>
<td>143</td>
</tr>
<tr>
<td>Aucoin, Peter</td>
<td>3, 48, 201</td>
</tr>
<tr>
<td>audit</td>
<td>culture as modernization</td>
</tr>
<tr>
<td>and regulation, growth of</td>
<td>167</td>
</tr>
<tr>
<td>trails</td>
<td>187, 188, 200</td>
</tr>
<tr>
<td>Audit Committee</td>
<td>130</td>
</tr>
<tr>
<td>Australia</td>
<td>20, 22, 24, 27–8, 32–3</td>
</tr>
<tr>
<td>Coombs Report</td>
<td>4</td>
</tr>
<tr>
<td>Hawke government</td>
<td>9</td>
</tr>
<tr>
<td>public management reforms</td>
<td>10</td>
</tr>
<tr>
<td>Public Service</td>
<td>6</td>
</tr>
<tr>
<td>Service Charter</td>
<td>7</td>
</tr>
<tr>
<td>Australian Financial Management Improvement Programme</td>
<td>7</td>
</tr>
<tr>
<td>automation in information-processing</td>
<td>3</td>
</tr>
<tr>
<td>Baker, Amy</td>
<td>198, 199, 201</td>
</tr>
<tr>
<td>Ballard, Tanya N.</td>
<td>55, 201</td>
</tr>
<tr>
<td>Barberis, Peter</td>
<td>15, 185–200</td>
</tr>
<tr>
<td>Bardach, Eugene</td>
<td>173, 175, 201</td>
</tr>
<tr>
<td>Barr, Stephen</td>
<td>51, 201</td>
</tr>
<tr>
<td>Barry, Brian</td>
<td>186, 202</td>
</tr>
<tr>
<td>Barzelay, Michael</td>
<td>40, 202</td>
</tr>
<tr>
<td>Bauman, Zygmunt</td>
<td>191, 202</td>
</tr>
<tr>
<td>Baumgartner, Frank</td>
<td>47, 202</td>
</tr>
<tr>
<td>Beer, S.</td>
<td>59, 202</td>
</tr>
<tr>
<td>Bellamy, C.</td>
<td>3, 6, 202</td>
</tr>
<tr>
<td>Benefits Agency</td>
<td>13, 81–90, 92–7, 202</td>
</tr>
<tr>
<td>Bentley, Tom</td>
<td>167, 184, 202</td>
</tr>
<tr>
<td>best practice</td>
<td>12, 66, 106, 149</td>
</tr>
<tr>
<td>Better Policy-making (Cabinet Office)</td>
<td>181, 182</td>
</tr>
<tr>
<td>Better Regulation Task Force</td>
<td>167</td>
</tr>
<tr>
<td>Bevir, M.</td>
<td>26, 202</td>
</tr>
<tr>
<td>Bichard, Michael</td>
<td>88, 90, 107, 202</td>
</tr>
<tr>
<td>Blair government</td>
<td>6, 9, 59, 107, 147, 198</td>
</tr>
<tr>
<td>constitutional reform</td>
<td>13, 14, 99–100</td>
</tr>
<tr>
<td>devolution</td>
<td>8, 102</td>
</tr>
<tr>
<td>modernization programme</td>
<td>3, 200</td>
</tr>
<tr>
<td>‘Service First’</td>
<td>7</td>
</tr>
<tr>
<td>third way</td>
<td>164</td>
</tr>
<tr>
<td>bonus system</td>
<td>49, 50, 52, 53</td>
</tr>
<tr>
<td>Boston, J.</td>
<td>5, 6, 15, 202</td>
</tr>
<tr>
<td>Bovens, M.</td>
<td>159, 203</td>
</tr>
<tr>
<td>Bowman Review</td>
<td>144–5</td>
</tr>
</tbody>
</table>
Modernizing civil services

Britain 28–9, 164
British civil service 12, 15
and devolution 8, 13, 14
pragmatism 29
public service tradition 15
Brittan, Samuel 187, 203
budgetary
control mechanisms 77, 91
targets 92
budgeting in USA 55
Buller, J. 64, 65, 203
bureaucracy 56, 57
in the EC 30, 70
in the USA 39
bureaucratic
procedures 2, 4
sclerosis 70
Bush, George W., USA 12, 42, 43, 44, 55, 203
contracting out 52, 53
Business Excellence Model (BEM) 84
Butcher, Tony 1–15
Cabinet Committee, Human Rights Act 138
Cabinet Office 74–5, 151–3, 176, 203
Caiden, G. 28, 203
Cameron, D 203
Campbell, Colin 9, 39, 189, 204
Canada
Mulroney government 4, 9
‘Public Service 2000’ 7
Special Operating Agencies 8
Caporaso, J. 65, 204
Carmichael, P. 66, 67, 69, 109, 204
Carr, F. 10, 204
Carter, Stephen 204
central government administration 8, 75, 96
Centre for Management and Policy
Studies (CMPS) 106, 149, 178
Chancellor of the Duchy of Lancaster
76, 86, 93, 204
Chancellor of the Exchequer 76, 79, 204
Chapman, Jake 167, 184, 204
Chapman, Richard A. 185, 187, 189, 204
charities 82, 92, 95
Child Support Agency 82, 83, 130, 142
Chirac government, France 5
Christensen, T. 27, 205
Chryssochou, D. 62, 63, 67, 205
Citizen’s Charter see also Service First
7, 22
citizens’ charters 196
citizenship 196, 200
civic decline in contemporary societies
185
civil
justice 142
liberties 14
servants 17, 34, 113, 180
society 185–200
Civil Service 49–50
accountability 116–46
codes 100, 103
culture 167
modernizing 1–15
reform 108, 114
under Thatcher 4
staffing 5, 96
subordination to ministers 28
Civil Service College 84
Civil Service Committee 82
Civil Service Management Board 109
Civil Service Management Code 103, 104, 110, 112
Civil Service Reform Act (1978) 50, 51
class structure 60
Clinton administration, USA 5, 7, 12, 43, 59
coalition governments 32, 45, 46, 57, 99
Cold War 44, 60
Coleman, James S. 193, 205
Collini, Stefan 185, 205
Commission on Powers and Electoral
Arrangements 111–2
Committee on Standards and Privileges, UK 71, 187
Common, R. 60, 62, 205
Common Agricultural Policy 68
Commonwealth 7, 10, 27, 28
communications 3, 164, 165
Communism, collapse of 70
compensation culture 194
competitive tendering 6
Comptroller and Auditor General 85, 86
conflict management in society 190
Congress, USA 39, 55, 56, 57
Conservative government, UK 5, 8, 28, 29, 101
Constitution, UK 13, 14, 102
constitutional reform 59, 118, 122
consultation 21, 172–3
Consulting Older People 172
consumers 2, 3, 7, 22, 47, 65
contracting out, 35, 50, 52–3
Contributions Agency 95
Coombs Report, Australia 4
core competencies 151, 152
corruption 70, 188
Court of Appeal 139, 144
Court Service 139, 145
creativity and innovation 165–8
crime reduction policy 149, 153
criminal justice 142, 169, 181
Crown Court, infrastructure 139
Crown Prosecution Service 78, 142, 174
customer
   groups 47, 57, 82
   satisfaction 84, 86, 87, 91, 96
Customs and Excise 78
Dahl, Robert A. 37, 205
Daniels, M. 55, 205
Dasgupta, Partha 193, 205
Davis, G. 26, 27, 32, 205
decentralization
   in civil service 1, 3, 7–9, 25, 48–9
   of managerial authority 4–5
   of political authority 13
decision-making 153
decolonialism 188, 196
de Gус, A. 163, 205
delegation 7, 75, 108
de Leon, P. 173, 205
democracy 60, 195
Democrats in USA 38, 49, 50, 51, 53
De Montricher, N. 8, 206
Denmark 29–30, 32
   appointments 19, 20
   networks 24
   political advice 21
departmentalism, Whitehall 24
Departmental Policy Board 88
Department of Education and Employment 107
Department of Finance 111
Department of Social Security 88–93, 96, 97
Department of Work and Pensions 97, 206
deregulation, administrative 48
devolution 5, 8, 13, 23, 32, 99–137
   and the Civil Service 120
   and modernization 118–19
   in UK 24, 67, 99–115
Devolution and Constitutional Change Programme 101
diplomacy 23–5, 35
Diplomatic Service 100
discrimination issues 143
domestic legislation 66, 69
Dowding, Keith 189, 206
Drewry, G. 206
Drugs Czar 149, 174
Dunford, M. 64, 206
Dunsire, A. 61, 194, 206
Economic and Social Research Council 101
Economic Committee, Denmark 24
economic
   interactions 65
   performance 28
   economists in USA 39
economy of UK government 79–81
education 59, 167, 169
   educational
      institutions 60
      needs, special 142
      efficiency and effectiveness 81–7, 96
Efficiency Unit (Next Steps) 74–82, 206
egalitarianism 22, 62
Egan, M. 64, 68, 206
e-government 74
Ekengren, M. 67, 68, 206
Elcock, H. 187, 206
Elgie, R. 30, 206
employment policy 32, 66, 93
Employment Service 13, 90, 94, 97
empowerment of the citizen 195
Enterprise and Lifelong Learning Committee 129, 130
environment policy of EU 65, 67–8, 69–70
Equality of Opportunity Committee, Welsh Assembly 112
ethics and accountability 198
ethnic minorities 112, 107
European Commission 12, 63, 73
Convention on Human Rights (ECHR) 14, 138–46
Court of Justice 66
Foundation for Quality Management 84
integration and the state 61, 63
parliamentary systems 32
traditions and traditionalism 35, 61
Union (EU) 12, 33, 59–73, 164
Europeanization 59–73
evaluation 176–7
evidence gathering 170, 171
executive agencies 8, 12–13, 74–98
external relations 23
fraction, USA 37
Fair Employment (Northern Ireland) Act 110
Falconer, P.K. 118, 206
family justice 138, 142, 143
Federal Activities Inventory Reform Act 44, 52
federalism 23, 67, 100
in Australia 27
in USA 7, 44
feedback on policy 172, 173
Fennig, S. 60, 206
Ferguson, Adam 190–91
Filkin, Elizabeth 197
Financial Management Initiative, UK 7
Finland, reform programmes 8
Finlay, Amanda 14, 138–46
Fire Service College 82, 83
First Civil Service Commissioner 105
Fischer, F. 173, 206
forecasting 151, 152, 155, 163
Foreign and Commonwealth Office 69
Forensic Science Service 81
Foster, Christopher 189, 206
Framework Document, Benefits Agency 88
France 21, 30, 32, 35, 63
decentralization 8
grandes écoles 30
privatization in 5
‘Public Service Charter’ 7
Frances, J. 206
fraud and error on benefits, 93, 94
exposure 187
freedom in civil society 192
of information 129
French Napoleonic tradition 26
French Report 149
Frenzel, Bill 56
Friel, Brian 44, 52, 206, 207
Fukuyama, Francis 193, 207
functionalism and neo-functionalism 62–3
Furedi, Frank 193, 207
Gains, F. 207
Gambetta, Diego 193, 194, 207
Gellner, Ernest 190, 207
General Accounting Office 55, 56, 207
gene technology 181
Geras, Norman 185, 207
Giddens, Anthony 185, 190, 193, 194, 207
globalization 18, 27, 28, 60
of economic power 69
Goldsworthy, D. 76, 77, 207
Gore Report, USA 11
Gore, Albert 43, 207
government bureaucracy, reduction 5
interference and civil liberties 14
policy 34
spending 79
traditions 26
Government Performance and Results
Act 43, 55, 56, 207
Greenaway, John 187, 207
Greenwood, J. 68, 69, 207
Hall, R. 64, 68, 208
Halligan, J. 4, 6, 208
Hamilton, Alexander 37, 38, 208
Hansard 78, 208
Hardin, Russell 193, 208
Harlow, C. 82, 208
Hawke government, Australia 4, 9
Health and Community Care Committee
130
health, scientific testing 168
Index

Hennessy, Peter 100, 198, 208
Her Majesty’s Prison Service 83
Her Majesty’s Stationery Office, to private sector 5
Hewitt, Patricia 90
Hogwood, B.W. 78, 208
Home Civil Service 8, 13, 100–114
Home Office 141, 142, 174
Homer-Dixon, T. 179, 208
honesty, decline of 10, 187, 200
Hood, Christopher 1, 3, 41, 61, 62, 208
House of Commons Public Administration Committee 10
House of Lords Select Committee 112, 209
House of Representatives, USA 46
Housing Benefit 93–5
Hughes, M. 2, 18, 209
human rights 138–9, 140–41, 196–7
Human Rights Documentation 146
Human Rights Task Force 141
human sciences 26
Hunt, Lester H. 192, 209
immigration 143
incentives versus reciprocity 54
inclusiveness 159, 172–3
Income Support 86, 93, 94
industrial dispute 181
information technology (IT) 3, 52, 59, 74, 145
Information Technology Services 83
Ingraham, P.W. 2, 5, 209
Inland Revenue 3, 78
innovation and creativeness 165–8
integration 25, 65, 71
in UK 99–115
integrity, decline of 10, 187, 200
Interagency Collaborative Capacity 175
intergovernmental
approach 25, 63, 66
relations in Australia 28
systems 100
international organization, the EU 67
Intervention Board 68, 83
Investors in People 178
Ioannidou, Anastasia 190, 209
Iraq, arms to 189
James, Oliver 13, 74–98, 209
Jensen, L. 29, 210
Jobcentre Plus 13
Job Evaluation for Senior Posts (JESP) 105, 106
Jobseeker’s Allowance 86, 90, 94, 95, 96
Johnson, G. 151, 210
joined-up government 29, 74–5, 87–97, 149, 173–4
Joint Operations Team 90
Judge, D. 78, 210
Judicial Studies Board 141, 142
Justice and Home Affairs Committee 129
justice system 142
Kaufman, Herbert 48, 210
Kavanagh, D. 24, 99, 210
Keating, M. 27, 28, 210
Kernaghan, Kenneth 186, 198, 210
Kettl, Donald F. 40–47, 49, 57, 210
Kickert, W.J.M. 24, 60, 210
Kingdon, John W. 46, 210
Kinnock, Neil 12, 70, 71, 73, 210
Kirkpatrick, Iris 13, 116–46
Knill, C. 68, 211
knowledge, expert 171
Kooiman, J. 119, 211
Labour government 59, 99, 100
in Australia 4

see also Blair government
Laffin, M. 111, 211
Lan, Z. 211
Lane, D. 150, 211
Lane J-E. 211
Lasswell, Harold 179, 183
law 59
in European Union 68, 69, 70
knowledge of 154
in UK 14
Lawton, Alan 185, 211
leadership 85, 186, 200
leasehold reform 181
legislation 130, 138, 139, 149, 159
European 66
LEXicon web page 146
Liberal Democrats 99
Liberalism 191
liberty, protecting 37–58
Modernizing civil services

Lippmann, Walter 186, 192, 211
Listening to Women 172
local government 23, 29, 114
in the Antipodes 32
localism 16–36
Lodge, M. 66, 67, 68, 211
Long, Norton 38, 211
Lord Chancellor’s Department 14, 138–46, 174
Loughlin, J. 26, 211
Lynch, P. 129, 136, 211
Maastricht Treaty 65
MacIntyre, Alasdair 192, 211
Mairate, A. 64, 211
Major government 5, 6, 8, 103, 152
Citizen’s Charter 7, 107
open government 198
management 4, 21–3, 41, 48–9
by negotiation 25
by numbers 200
of people 84
structures and techniques 3, 166, 196
Management Code 114
managerialism 1, 3, 10, 17, 27, 41
deification of 187
market
competition and incentives 57
economy 190
testing initiative 6
market-based political institutions, USA 37–58
marketization 1, 6, 9, 29
in Netherlands 31
marriage bar on employing women 27
Marshall, G. 122, 211
Massey, Andrew 4, 12, 59–73, 78, 82, 212
Mathison, Peter 89, 90
McConnell, A. 119, 212
McKenzie, R. 212
McRae, H. 11, 212
media sensationalism 187
Memorandum of Understanding 103
mental health 142
migration 69
Mill, John Stuart 199, 212
Miller, David 212
Miller, Gary J. 54, 58, 212
minimalist state, Thatcher 22
Ministerial Code 1998, (Blair) 199
Minogue, M. 118, 213
Mintzberg, H. 150, 163, 166, 213
modernity, age of 188, 189, 195–9
modernization 59–73, 74–146
agenda 78, 159, 163
policy-making 147–84
Modernizing Government (White Paper) 99, 106–108, 147–8, 159
monetary policy 42, 49, 50, 66
Monnet, Jean 62–3
morality 185
codes 191, 192
public and private 191, 199
mortgage compensation 89
Mulgan, Geoff 184, 213
Mulroney, Brian 4, 9
nation state 60, 64, 66
National Assembly 105
for Wales 99, 100, 111, 213
national
governments 66, 70
institutions 65
interest 17, 34
in France 30
National Audit Office 82–94, 182, 213–14
National Insurance System 95
National Performance Review, US 11–12, 42–58
Neill Committee 198, 214
neo-functionalism 62–3
nepotism in EC 70
Netherlands 24, 25, 30–31, 32
appointments 19, 20
networks 23–4, 25
Neustadt, Richard E. 37, 214
neutralty 8, 191
New Deal for Disabled People 160
New Deal for Lone Parents 160, 164
New Labour 29, 118, 119, 122
New Public Management 17–18, 36–49, 57, 72, 118, 119
New Zealand 5, 6, 11, 18, 23, 31–3
policy-making 169–70
reforms 41
Newman, J. 101, 118, 119, 214
Next Steps 7, 12, 13, 71–83, 96, 130
Nixon administration, US 50, 51
Index

Nolan Committee 11, 194, 200, 214
Nolan, B.C. 214
Nonaka, I. 171, 177, 214
non-governmental organizations 140, 141, 143, 190
Northern Ireland
Child Support Agency 83
Civil Service (NICS) 8, 100, 109–110
Court Service 100
Department of Education 113
devolution 67, 99–115, 160
Office 110
Norway, public and private sectors 9
nuclear fusion technology, civil 65
Nunberg, B. 1, 2, 215
Office of the Civil Service Commissioners 112
Office of Management and Budget 52, 215
oil crisis, early 1970s 2
Olsen, J.P. 29, 215
Ombudsman 121, 132, 135
openness 198, 200
Organisation for Economic Co-operation and Development 11, 17, 22, 215
Osborne, D. 2, 12, 215
Osmotherly Rules 122
O’Toole, B. 10, 215
outsourcing 53
Painter, M. 11, 15, 215
Parliament 34, 72
single house, New Zealand 31
UK, and European law 69
parliamentary
accountability 123–36
sovereignty 69
Parliamentary Commission for Administration 92, 117
Parliamentary Commissioner on Standards 187, 197
Parliamentary Questions (PQs) 131
Parry, Richard 13, 99–115, 120, 215, 216
Parsons, Wayne 14, 62, 147–84, 216
partnership agreement 74, 112
party political affairs 19, 20, 21
Passport Agency 82
payment system, DSS 54, 89
Peckenpaugh, Jason 44, 53, 216
peer reviews 66, 72, 149, 178
Pendlebury, M. 78, 216
pensions, state 89
Perez-Diaz, V.M. 26, 216
performance
agreement 41
indicators 6, 7, 23, 173
information, US 55
management, UK 107
monetary incentives for 49, 50, 53, 62, 195
targets 84, 91–5, 187, 195
versus profits 54–6
Performance and Innovation Unit 74–5, 106, 149, 180, 216
Performance and Reward Division 104
personnel policy 43, 49, 114
in US 49
Peters, B.G. 4, 9, 26, 41, 216
Pierre, J. 119, 216
pilots, use of 165
planning 151
Planning-Programming-Budgeting Systems 150
pluralism 26, 190, 197
police forces 81
policy making 64, 142, 147–84
Policy Research Division (PRD) 149
Studies Division (PSD) 149
Polidano, C. 78, 118, 216
political
context 156
control, Netherlands 25, 31
interactions, Europe 65
rationality, US 40
politicization 19–22, 33
Pollitt, C. 3, 4, 9, 26, 78, 217
postal service in US 38, 47
post-modernism 188
Power, Michael 217
power, partition of, in US 37, 38
Pratchett, L. 10, 217
Price, D.K. 217
Prime Minister 75, 147–8, 217
Prison Service 97
private
sector 5, 6, 41, 43, 46, 47
service 49–50
privatization
Denmark 29
Netherlands 31
Thatcher government 5
US 41, 50
probity, decline of 10, 187
professionalism, derogation of 187
profits and performance 54–6
Progressives in US 39
project management 151, 160, 176
Project Management Institute 161, 217
proportional representation 32, 99
propriety and impropriety 187–8, 197
public
administration 59–73
enterprise network, Australia 27
management in USA 39–40
private partnerships 6, 189
sector 5, 54, 152
in Australia 27, 28
executives 46
institutions, modernization 60
management 21, 22, 23, 75, 99
recruitment 35
reform 16–36, 107
service 10, 13, 34, 106
ethos 61, 185–200
reform 4–9
tradition, British 15
spending 5, 28
Public Accounts Committee 86, 89, 93,
123, 217
Public Administration Select Committee
10, 187, 198, 217–18
Public Service Agreements 107
Public Trust Office 83, 139
punishment, fear of 186
Pusey, M. 27, 218
Pyper, Robert 13, 68, 69, 116–46, 218
Ramsay, Maureen 191, 218
Ranson, Stewart 190, 218
Rawls, John 191, 218
Reagan administration, USA 11, 51, 55
recruitment and pay 35, 104
Recruitment Service, Northern Ireland
109
reform plan, European Commission 73
regional policy 65, 69
Regional Strategy Framework, Northern
Ireland 160
Regulatory Impact Unit 167
regulatory reform 66–7, 73
Reich, Robert 183, 218
religious beliefs 60
Republicans in USA 38, 50, 51, 53, 56
research and policy-making 170, 179
Resource Accounting and Budgeting 140
Responsiveness Programme (Nixon) 50
Review of Public Administration 111
Rhodes, R. A.W. 16–36, 173, 189,
218–19
on devolution 118, 119
on Europeanization 66, 67
on public service reform 4, 6, 8, 9, 11
Richards, D. 69, 72, 219
Ridley, Matt 192, 219
right and wrong 185, 186
‘rights’ culture 14, 194
risk assessment 166, 167
Rockman, Bert
administration, USA 41, 44, 45, 48
federalism, USA 67
Royal Commission on Australian
Government Administration 4, 219
rules and regulations 192, 198
running costs, central government 79, 81
Russell, Sir Muir 100, 105, 108
Sabatier, P. 66, 219
Samuels, M. 84, 219
Sandholtz, W. 63–7, 219
Sayre, Wallace 46
Scandinavian countries 8, 26
scenario planning 162, 163
Schick, Allen 41, 219
Schön, D.A. 174, 177, 178, 219
Schwartz, P. 163, 219
Scotland 99–115, 116–46
devolution 8, 13, 67
Scott enquiry 189
Scottish
adминистation 107, 108
civil service 111
Executive 8, 100–105, 117–21,
126–32 136, 219
Office 14, 102–104, 117, 122–4, 220
Parliament 116, 117, 121, 122, 126,
220
Index

Parliamentary Commissioner for Administration 117
Qualifications Authority (SQA) 130
Scott, J.C. 219
secularization, Netherlands 31
Seddon, J. 167, 220
Sedley, Lord Justice 139
Selbourne, David 185, 220
Seldon, A. 24, 99, 220
Select Committee on Scottish Affairs 123
self-interest 37, 39, 40, 56
Seligman, Adam B. 191, 194, 220
Senior Appointments Selection Committee 105
Senior Civil Service 105, 109
Senior Civil Service posts, Wales 113
Senior Executive Service (SES) 50
Serious Fraud Office 78
service-delivery 23, 24, 172
Service First 22
see also Citizen’s Charter
Shils, Edward 190, 220
short-term labour contracts 41
Shortridge, Sir Jon 100, 107
Simon, Herbert 170
Single Currency 70
Single Work Focused Gateway (One) 160, 164
Skowronet, S. 220
Smith, Roger 194, 220
Smith, T.A. 164, 220
social
exclusion/inclusion 106, 142, 153, 169, 181
foundations 185
security 85–97, 142
services 49, 51, 169
Social Exclusion Unit 106, 149
Fund Crisis 87
Security Committee 90, 91, 92, 220
solvent abuse 168, 169
South East Asia 62
Spragia, A. 65, 220
Stacey, R.D. 177, 220
Staff Deployment Recruitment Strategy 112
stakeholders 154, 155, 172, 173
ministerial 86
planning 151
satisfaction 84, 93
Standards Committee 130
Standing Orders 131
State Earnings-Related Pension Scheme (SERPS) 89
state
institutions in France 30
intervention 27
militias in USA 38
pension 89
State Services Commission, New Zealand 20
Stevenson, Richard 55, 56, 220
Stewart, J. 8, 220
Stillman, R. 60, 220
Stone Sweet, A. 63–7, 70, 221
Strasbourg Court 145
strategic management 23
Strategic-Policy-Making Team 152
Student Awards Agency 83, 130
student loans 130
sub-national governments 69
supra-national institutions 60, 63, 64, 65, 66, 70
Sweden 8, 17, 67
Talbot, C. 78, 82, 84, 221
Tarditi, S. 64, 221
target meeting/setting 22, 151, 155
tax and transfer systems 28
taxes in USA 38
taxpayers 82
Taylor, Charles 191, 221
technology 93, 145–6
telecommunications 66
telephone service providers 88
terrorist attack, 11 September 44, 51
Thatcher government 7, 8, 12, 20, 22, 75, 152, 164
think tanks 9, 21
Thomas, Rosamund 111, 185, 221
Tiersky, R. 59, 221
Toynbee, P. 118, 221
trade 69, 76
Trading Fund Act 77
traditions 26, 27–8
Training and Employment Agency 83
Treasury and Civil Service Committee 82, 221
Modernizing civil services

Treaury, New Zealand 33
Trosa, S. 78, 82, 221
trust 10, 185–200
Truthfulness, Responsibility and Accountability in Contracting (TRAC) USA 53
Tucker, Andrew 194, 221
United Kingdom 1, 13, 28–9, 164
civil service 99–115
Ministerial Code 103
Modernizing Government initiative 110
United States 5, 37–58
bureaucracy 51
civil service management 11
Constitution 38
federal civil service 12
liberal democracies 10
universities in US, grade inflation 44
utilitarian managerialism 195
Valuation Office 83
Van der Heijden, K. 163, 221
virtue 185–200
Vogel, D. 65, 221
Volcker Commission groups 92
voluntary sector organizations 23, 92
Waldo, D. 60, 221
Wales, devolution 8, 13, 67, 99–114, 116
Watergate scandal 51
Watson, George 185, 222
Watson, M. 129, 222
welfare state 29, 47, 85
Weller, Patrick 9, 11, 16–36, 222
Westminster 122, 123, 131
parliamentary systems 32, 48
select committee 129
systems 16–36
Wettenhall, R. 27, 222
White Paper Modernizing Government 14, 59, 75, 149, 152–3, 163–5, 168
Whitehall 69, 123, 142
Whitford, Andrew 54, 58
Whittington, R. 148, 222
Wildavsky, Aaron 65, 150, 222
Williams, Garrath 192, 222
Wilson, James Q. 23, 99, 107, 222
women, marriage bar on employment 27
women’s issues 106, 107
Women’s Unit 149
workplace inspection 43
World Bank 22, 222
world trade 65
Wright, V. 25, 41, 175, 222
Zifcak, S. 7, 222