
Index

- accountability structures
 - Australia 310–11, 318
 - China 277
 - India 235, 236–9
 - Italy 104, 115
 - Tanzania 204
 - Uganda 205, 211–12
 - UK 349–51, 364–5
 - US 140
- administrative autonomy 17, 21, 42, 78, 87, 117–18, 258, 268–9, 309
- Administrative Procedures Act (1946), US 131–2
- administrative state, Australia 307–8
- Advisory Group on Reform of the Australian Government Administration (AGRAGA) 80
- agency model 76–8, 81–2
 - Japan 290
 - UK 65–6, 355–7
- Agenzia per la Rappresentanza Negoziale del Pubblico Impiego (ARAN)*, Italy 111–12
- Agriculture and Fisheries Ministry, France 334
- Agriculture Ministry, Japan 282–3
- All India Services (IAS) 231
- Anglophone countries
 - career system 46
 - China's copying of 255–9, 278
 - civil service models 33–8
 - civil service structure 44–5
 - comparison with Continental European system 31–51
 - definition of civil service 45–6
 - historical context 32–3
 - horizontal experiments 74–94
 - legal system 43–4
 - post system 46–7
 - recruitment, training and development 48–50
 - rules and regulations 48
- Argentina
 - influence at the top 156–61
 - precariousness and its effects 153–6
 - professionalism 165–70
 - scorned bureaucrats 161–5
- 'Asian model' 303
- Australia
 - accountability structures 310–11
 - deployment 315–16
 - emergent model 323–4
 - historical context 306–8
 - horizontal experiments 74–94
 - issues 320–23
 - legal context 308–9
 - recent reforms 316–20
 - structure and workforce trends 311–15
- autonomous governments, China 259, 268–9
- Basic Law for the Reform of National Personnel Management (2008), Japan 301–2
- Better Government Services* report (2002), UK 357
- book chapters 7–11
- bribery code
 - Kenya 214–15
 - Uganda 212
- British East India Company 226
- 'brownie effect' 155, 164
- 'bubble effect' 155–6, 164–5
- bureaucratic structures
 - Anglophone/Continental European states 44–5
 - Argentina 156–61
 - Australia 311–15
 - China 259–65
 - France 329–41
 - ideal type bureaucracies 14–15, 18–19
 - India 231–4
 - Japan 286–91

- Kenya 186–92
- Tanzania 183–6, 189–92
- Uganda 181–3, 189–92
- UK 351–2
- US 141–4
- Bush administration (2001–09) 138–9
- business efficiency, Australia 307
- Butler, Sir Robin 331
- Cabinet system, France 334–5
- Canada, horizontal experiments 74–94
- capability reviews, UK 360–61
- capacity building
 - Australia 318–20
 - Kenya/Tanzania/Uganda 193, 199
- capacity challenges, Australia 320–21
- career civil servants, Argentina 157–62
 - distrust of 162–5, 171–2
 - educational levels 170–71
 - numerical impact 165–70
- career systems
 - Anglophone/Continental European states 46
 - France 331, 332–8
 - Italy 104, 108–9, 110, 113–14, 116, 117–18
 - Japan 291–2, 296–7
 - UK 35
 - US 37
- Carter administration (1977–81) 135–6
- central bureaucracy
 - Argentina 152–72
 - Australia 315
 - China 259–60, 266–7, 277
 - France 329, 330–33
 - India 232–4
 - Italy 105, 106–9, 113–15
 - Japan 286–7, 291–302
 - UK 352, 353
 - US 36–7, 130, 133, 137–8, 141–6
- centralized systems 7, 8, 19, 21
 - Anglophone/continental European countries 44–5, 69–70
 - Australia 87–8, 307, 308, 317–18, 323
 - China 258, 267–8
 - France 39, 45
 - UK 66, 87–8, 358
 - US 137, 147
- Centrelink, Australia 78, 81, 82
- China
 - achievements 275–6
 - Dengism and Mao legacy 258–65
 - dilemmas in development
 - administration 252–8, 276–9
 - reform process 265–75
 - China National School of Administration (CNSA) 269–70
 - China-Europe Public Administration Programme (CEPA) 269–70, 278
 - Chinese Communist Party (CPC)
 - Central Party Committee 259
 - need for reform 276–7
 - structure and leadership 261–5
 - citizen engagement, Australia 319, 322, 324
 - civil law systems 31, 43–4, 260
 - Civil Service Code, UK 349, 351, 353, 366
 - Civil Service Commission, UK 351, 354, 362
 - Civil Service Commission, US 128, 131, 135
 - civil service decline
 - Tanzania 193–4
 - Uganda 195–6
 - Civil Service Reform Act (1978), US 38, 135, 146
- class system 45
 - Anglophone/continental European countries 46
 - Argentina 156–61
 - Australia 307, 313–15
 - France 329, 335–8
 - Germany/Austria 42
 - India 231
 - Japan 291–5, 301
 - UK 34, 46, 50, 354–5, 364
 - US 46, 129, 139, 145
- classical era, India 225–6
- clerical workers, Japan 292
- Clinton administration (1993–2001) 137–8
- codes of conduct and ethics
 - Kenya 191, 213–16
 - Tanzania 200–205
 - Uganda 180, 205–13
- collaboration, whole-of-government as 84–6

- collaborative culture 90–93
- colonial administration 6, 35
 - Australia 306
 - India 226–8, 234
 - Kenya/Tanzania/Uganda 178, 193, 200
 - US 35, 125–6
- ‘Committees of Policy Inventories’
 - project, Japan 284, 303
- common law systems 31, 33, 43–4
- communes*, France 338–9
- competitive examinations
 - Argentina 162
 - China 272
 - France 19, 49, 330–31
 - Germany 19, 41, 42, 49
 - Italy 111, 115, 119
 - Japan 291–5
 - Kenya 191
 - UK 19, 34–5, 37, 364
 - US 37, 126, 127
- conceptual obstacles to reform 253–4
- confidentiality code
 - Tanzania 202–3, 205
 - Uganda 209–10
- conflict of interest code
 - Kenya 215–16
 - Uganda 209
- consolidation, Australia 318–20
- Constitution
 - China 260
 - France 328–30
 - India 230–31, 237
 - Kenya 189
 - Uganda 180, 189, 190, 191, 192
 - US 35–6
- Constitutional Reform and Governance Act (2010), UK 34, 348–9, 350–51, 362, 365
- Construction Ministry, Japan 283–4
- Continental European countries
 - career system 46
 - civil service models 38–43
 - civil service structure 44–5
 - comparison with Anglophone system 31–51
 - definition of civil service 45–6
 - historical context 32–3
 - legal system 43–4
 - post system 46–7
- recruitment, training and development 48–50
- rules and regulations 48
- continuous change, Australia 308
- contracting out 23, 25
 - Australia 139, 310, 317, 319
 - China 273
 - India 233
 - UK 356
 - US 138, 139, 147
- coordination 85
 - enhancement of 58–9
 - quest for 65–70
 - whole-of-government as 83–4
- coordinative capacity, Australia 321
- corruption
 - China 277–8
 - India 229, 237–9, 240, 246
 - Japan 285–6, 300–301
 - Kenya/Tanzania/Uganda 216
 - US 127
- corso-concorso*, Italy 111, 114, 119
- Council of Australian Governments (COAG) 86
- county bureaucracy, China 259, 266–7
- cultural variables, role in policy
 - learning 255, 257–8
- culture change, whole-of-government as 90–93
- customer care code, Uganda 208–9
- decentralization
 - Anglophone/continental European countries 44–5
 - Australia 308, 317
 - China 255, 256, 265–7, 268–9, 275
 - countervailing trends 65–70
 - France 338
 - implications for civil service systems 56–9
 - India 234–5
 - linking with devolution and state hollowing out 54–6
 - overstated ubiquity 60–65
 - Tanzania 198
 - Uganda 189
 - UK 357, 360
 - US 132, 147
- definitions 3–4, 45–6, 56–7, 179–80, 328, 347–8

- delivery/strategy distinction, UK 359–61
- Democratic Party of Japan (DPJ) 282, 283–5, 302, 303
- demographic challenges, Australia 322
- Dengism, China 251, 258–65
- Denoix de Saint Marc, Renaud 331–2
- départements*, France 338, 339
- departmental running costs, UK 357, 362–3
- departmentalism 57–9, 69, 78, 79, 81, 91, 92, 306
- ‘descent from heaven’ practice, Japan 297–8, 301
- developing countries
 - decentralization 62–3
 - dependence on career civil servants 160–61
 - logic of reform 254–8
- devolution
 - Anglophone/continental European countries 44–5
 - Australia 317
 - countervailing trends 65–70
 - implications for civil service systems 56–9
 - linking with decentralization and state hollowing out 54–6
 - overstated ubiquity 60–65
 - UK 349–50, 361–2
- diligence standards
 - Tanzania 200, 202–3
 - Uganda 206, 207–8
- disaggregation, whole-of-government as reaction to 76–8
- discipline standards
 - Tanzania 202–3
 - Uganda 206
- discretionary power, Japan 298–300
- e-governance
 - Australia 321
 - China 255, 256, 278
 - India 231, 233, 239, 241, 242
 - Tanzania 184
- East African Community (EAC) 178–9, 180
- Ecole Nationale d’Administration (ENA), France 19, 104, 330–31, 332
- economic context
 - China 252–8
 - India 233, 234–5
- economia aziendale/economia delle aziende pubbliche*, Italy 119
- Education Ministry
 - France 337–8
 - Japan 299
 - Tanzania 191–2
- education, India 243–4
- educational levels, Argentinean
 - civil servants 170–71
- efficiency, as driver of change 22–7
- Eisenhower administration (1953–61) 132–3
- elite bureaucracy
 - Argentina 163
 - China 262–4, 265–6
 - France 39, 40, 329, 330–33, 339, 341–2
 - Japan 291–8
 - UK 355, 364
- emerging challenges
 - Australia 320–23
 - China 276–9
 - India 239–45
 - Italy 117–20
 - Kenya 217–19
 - Tanzania 221–2
 - Uganda 219–21
 - UK 358–65
 - US 148–9
- employee characteristics, US 129, 136, 137, 145–6
- employee roles and functions
 - Australia 315–16
 - India 227–8
 - Italy 105, 109, 110–11
 - Japan 286–91
 - UK 353–4
 - US 144–6
- environmental obstacles to reform 253–4
- ethical code
 - Kenya 213–16
 - Tanzania 200–205
 - Uganda 205–13
- ethical deficit, India 237–9
- ethnic diversity

- India 230
 - US 129, 137, 146
- executive branch, China 260–61
- expenditures management role, Italy 110
- external threats, whole-of-government as response to 80
- farming industry, Japan 282–3
- Federal Employees Political Activities Act (1993), US 137
- federal systems 44–5
- female employees, US 129, 137
- Finance and Administration Division, Kenya 188
- Finance Ministry, Japan 292, 296, 297, 300
- financial management
 - Australia 309, 316–17
 - Italy 110
 - Uganda 211
- fonction publique d'état*, France 329, 335–8
- fonction publique hospitalière*, France 330, 340
- fonction publique territoriale*, France 330, 338–40, 341, 343
- fragmentation 23–4, 58–9, 68–9
 - addressing 75–6
- fragmented authoritarianism, China 277
- France
 - challenges of change 341–2
 - Constitution 328–30
 - ENA 330–31
 - fonction publique d'état* 335–8
 - fonction publique hospitalière* 340
 - fonction publique* in economy 340–41
 - fonction publique territoriale* 338–40
 - fonctionnaires* 328
 - haut fonctionnaires* 330
 - ministerial structures 333–5
 - Napoleonic model 39–40, 43–4, 103–4
 - parallel lives 331–2
 - Poitiers 327–8
 - portrait of a profession 332–3
 - reform prospects and Sarkozy agenda 342–3
- Fulton Report (1968), UK 354–5
- gender diversity
 - Tanzania 185–6
 - US 129, 137
- general directors, Argentina 157–8
- General Service personnel, Japan 286–7
- generalists, UK 19, 35, 49, 348, 355
- Germany, Rechtsstaat model 21–2, 40–43, 44
- global financial crisis
 - Australian response 321–2
 - Japanese response 302–3
- globalization, as driver of change 22–7, 245, 246–7
- good governance model, India 242
- grand corps* system
 - France 18–19, 20
 - Italy 104, 105
- 'harmonious society', China 273–5
- Hatch Act (1939), US 131, 135, 137
- haut fonctionnaires*, France 39, 40, 329, 330–33, 339, 341–2
- Heads of Public Service, Kenya/Tanzania/Uganda 181
- healthcare, India 243
- historical context
 - Anglophone and central European countries 32–3
 - Australia 306–8
 - China 258–65
 - India 225–6
 - Italy 103–5
 - Japan 300
 - Kenya 196–7
 - Tanzania 193–4
 - Uganda 194–6
 - UK 347–8
 - US 35–8, 125–39
- HIV/AIDS challenges
 - Kenya 217–19
 - Tanzania 185–6, 221–2
 - Uganda 219–21
- holistic governance 241–2
- hollowing out 23, 25–6
 - China 266–9
 - countervailing trends 65–70
 - implications for civil service systems 56–9

- linking with devolution and decentralization 54–6
- overstated ubiquity 60–65
- Hoover Commission (1949/1953), US 132, 133, 135
- horizontal government 74–94
 - barriers to 81–2
- human resource challenges, Australia 320
- human resource code, Uganda 211
 - Kenya 186–7
 - Tanzania 184
- human resource management 50
 - Anglophone/central European countries 50
 - Australia 307
 - Italy 110–12, 115–16, 117
 - Japan 292, 294–5, 296–8, 301–2
 - Kenya 186–8, 190–91, 198–9
 - Tanzania 183–6, 190–91, 198–9
 - Uganda 181–3, 190–91, 198–9
 - US 137–8
- human rights standards
 - Kenya 214
 - Tanzania 200, 201, 205
 - Uganda 208
- hybrid systems 47

- ideal type bureaucracy 14–16
 - importance of 18–22
 - retreat from 22–7
 - tensions and shortcomings 16–18
- Improving Management in Government* (Ibbs Report) (1988), UK 65, 355–7
- incremental reform, China 251, 265–76
- independent policy advice, lack of 155–6
- India
 - emerging challenges 239–45
 - historical context 225–6
 - Indo-British administrative traditions 226–9
 - legal status, growth and size 230–34
 - recent reforms 234–5
 - responsibility, accountability and transparency 236–9
- indigenous communities, Australia 322
- information and communication technology (ICT)
 - Australia 319, 321
 - India 239, 241, 242
- infrastructure development, India 244–5
- institutional sclerosis, China 277
- integrated government 75
 - Australia 317–20
 - China 274
 - dimensions of 89–90
 - India 241–2
 - whole-of-government as 86–90
- integrated service delivery (ISD) 78, 81–2, 240–41, 256
- interest group politics, Japan 282–4
- Interior Ministry, France 338
- Internal Affairs and Communication Ministry, Japan 296
- international cooperation
 - programmes, China 269–70
- international standards, external pressures to conform to 255–6
- Italy
 - current challenges and future prospects 117–20
 - features of civil service 105–12
 - historical characteristics 103–5
 - recent reforms 112–16
- Japan
 - bureaucratic policy-making role 298–302
 - public sector decline 286–91
 - recruitment and promotion 291–8
 - joined-up government (JUG) 68–9, 70, 358
 - experiments in Anglophone countries 74–94
- judicial review, UK 364–5
- Judicial Service Commission, Kenya 189, 191
- Juppé reforms, France 341–2

- Kennedy/Johnson administrations (1961–69) 133–4
- Kenya
 - challenges of HIV/AIDS 217–19
 - code of conduct 213–16
 - motivation for reforms 196–7
 - objectives of reforms 197–9
 - structures 186–8, 189–92

- Latin America
 dependence on career civil servants
 160–61
 political appointees 153–6
- Law for the Creation of Independent
 Administrative Agency (1999),
 Japan 290
- legal context
 Anglophone/Continental European
 states 43–4, 48
 Australia 308–9
 China 260, 261
 France 40, 328–30
 Germany 41–2
 India 227–8, 230–31
 UK 348–9
 US 139–40
- legislative accountability, UK 364–5
- liberal democracies 17, 21, 33, 34, 38,
 41
- Liberal Democratic Party (LDP),
 Japan 282–5, 291
- local bureaucracy
 China 259–60, 266–7
 France 330, 341, 338–40, 343
 Italy 105, 106–9
 Japan 287–9
 UK 352
 US 36, 141–4, 145, 147
- loyalty issues, US 131, 132, 133
- maire*, France 339
- Management Advisory Committee
 (MAC), Australia 91–2
- managerialism, Australia 316–17
- Mandarin tradition, Japan 289,
 299–300, 303
- Mao legacy, China 258–65
- market liberalization, China 265–6
- Master of Public Administration
 (MPA) programme, China
 270–71
- Medicare/Medicaid, US 133, 140
- merit systems
 ideal type bureaucracies 15, 19, 24,
 26
see also competitive examinations
- military rule, Uganda 195
- Ministère de la Défense et des anciens
 combattants*, France 338
- ministerial responsibility doctrine 34,
 35, 236, 350
- ministerial structure
 Australia 311–12
 France 333–5, 337–8
 Kenya 186–8
 Tanzania 183–6
 Uganda 181–3
- Ministry of State for Public Service,
 Kenya 358–9
- modernization 55–6
 global approaches to 60–65
 UK 358–9
- Modernizing Government White Paper*
 (1999), UK 358
- Mughal administration, India
 225–6
- multi-level governance 7
- Nakivubo Pronouncement (1969),
 Uganda 194–5
- Napoleonic systems 39–40, 43–4,
 103–4
- national directors, Argentina 157–8
- National Economic and Social
 Development Programme
 (2006–2010), China 272
- National Labor Relations Act (1937),
 US 131, 148
- National Performance Review (NPR),
 US 138
- National Personnel Authority, Japan
 292, 294–5, 297–8, 302
- nationalization 68, 70, 347
- Neo-Weberian State (NWS) 160,
 166
- New Public Management (NPM) 5,
 18, 22–7, 55–6
 Australia 316–17
 China 265–6, 269–71
 disaggregation of government under
 76–8
 global approaches to 60–65
 global shift to 255–7
 whole-of-government movement as
 reaction to 76–8
- New Zealand 69–70
 horizontal experiments 74–94
- Nixon/Ford administrations (1969–77)
 134–5

- nomenklatura system, China 264, 265, 276–7
- not-for-profit organizations (NPOs), China 274–5
- ‘open door’ policy, China 258
- operational delivery obstacles to reform 253–4
- parallel bureaucracies, Argentina 161–2
- parliamentary systems 33–5, 38, 228
- party reform, China 276–7
- paternalism, India 229
- Pendleton Civil Service Act (1883), US 37, 127–8
- Performance and Innovation Unit (PIU), UK 360
- performance management 24, 25, 26
 - Australia 88, 89–90, 92–3, 317–18, 319
 - China 256–7, 269–70
 - France 60
 - Italy 108, 112–13, 118
 - Kenya 196–8, 190–91
 - New Zealand 88, 89–90
 - Tanzania 182–3, 190–91
 - Uganda 182–3, 190–91
 - UK 358, 359, 360–61
 - US 132, 139, 147
- policy development, Tanzania 184
- policy role 58
 - Argentina 156–61, 165
 - Italy 117–18
 - Japan 298–302
 - presidential democracies 155–6
 - UK 359
- policy transfer 6, 63, 255, 257–8, 269–70, 278
- political appointees 21, 26
 - Argentina 156–61
 - distrust of career civil servants 162–5, 171–2
 - numerical impact 165–70
 - Australia 306–7
 - France 332–3
 - Germany/Austria 43
 - Latin America 153–6
 - UK 34
 - US 37, 132–3, 134–6, 137, 138, 148–9
- political control 22–3
 - Anglophone countries 87, 88–9
 - Australia 78, 88–9, 311, 318
 - China 258–9, 262–5
 - as driver of change 22–7
 - India 240
 - Italy 114
 - Japan 298–302
 - presidential democracies 153–4
 - UK 66, 87
 - US 130, 135, 144, 161
- political management structure, Argentina 156–61
- political neutrality doctrine
 - Germany 43
 - India 239–40
 - Italy 118
 - Tanzania 200, 205
 - Uganda 206, 213
 - UK 365–6
 - US 128
- political participation
 - France 40, 332–3
 - Germany 43
 - Tanzania 201
 - Uganda 213
 - US 127, 128, 137
- political-official relationships
 - Argentina 159–65
 - Italy 110, 117–20
 - UK 361–2, 364–5
- post system, Anglophone/Continental European states 37, 46–7
- post-independence administration
 - India 228–9
 - Kenya/Tanzania/Uganda 193
- postal services administration, Japan 290–91
- postmodernism 22–7
- Poverty Eradication Action Plan (2007), Uganda 182, 219–21
- pragmatism, China 251, 255
- prefectural bureaucracy, China 259–60, 266–7
- President’s Office, Public Service Management (PO-PSM), Tanzania 183–6
- presidential appointment capacity
 - Latin America 153–6
 - negative effects of 155–6, 164–5

- 'Presidential Management Agenda' (PMA), US 138–9
- private sector employment,
 - relationship to public employment
- Argentina 168
- Australia 309
- France 340–41
- Italy 109, 115–16
- US 137, 147, 148
- privatization 68
 - Australia 316
 - China 256, 257, 268, 269
 - India 233, 234
 - Italy 112
 - Japan 290–91
 - UK 68, 347
- product contracts, Argentina 164, 166
- Professional Policy Making for the Twenty-First Century* report (1999), UK 358–9
- professionalism 20
 - Argentina 153–6, 165–70
 - barriers to 155–6, 164–5
 - India 242–3
 - Italy 20
 - Kenya 214
 - Uganda 206, 214
 - UK 20, 350
 - US 166, 169
- project personnel, Argentina 166
- protectionism, Japan 302–3
- provincial bureaucracy, China 259–60, 266–7
- Prussian bureaucracy 18, 19
- Public Accounts Committee (PAC), UK 236
- public choice theory 5, 16, 23, 269, 279
- public perceptions of bureaucracy
 - India 229
 - Japan 284–6, 300–301
- Public Sector Workplace Policy on HIV/AIDS (2005), Kenya 217–19
- Public Service Act (1999), Australia 309
- Public Service Commission
 - Australia 89, 92–3, 312
 - Kenya/Tanzania/Uganda 180, 189–92
- public service ethos
 - Australia 318–20
 - France 39–40, 331–3
 - Germany/Austria 42–3
 - ideal type bureaucracies 14–27
 - India 228–9, 236–9
 - Italy 117–18
 - Kenya 191, 213–16
 - Tanzania 200–205
 - Uganda 180, 205–13
 - UK 34–5, 331–2, 349–50
 - US 37–8
- Public Service Inspection Department, Uganda 182–3
- Public Service Ministry, Uganda 181–3
- public service model 21–2
- public service reviews
 - Australia 319–20
 - Uganda 180, 195–6
- public service-oriented governance, China 273–5
- public service-oriented government, China 271–3
- public works programmes, Japan 283–4
- public-private partnerships (PPPs), India 233, 243, 244–5
- quasi-governmental organizations, China 274–5
- Radical Civil Union, Argentina 161, 163
- Reagan/Bush administrations (1981–93) 136–7
- Rechtsstaat model 21–2, 40–43, 44
- recruitment
 - Anglophone/Continental European states 48–50
 - Australia 306–7
 - China 262, 263–4, 265, 276–7
 - France 39–40, 330–31, 334, 335–6
 - Germany, Austria 41
 - ideal type bureaucracies 15, 19, 20–21, 26
 - India 230, 242–3
 - Italy 104, 111, 112, 113, 114–15, 118
 - Japan 291–5, 301–2
 - presidential democracies 153–6
 - UK 34–5, 350, 351, 355, 357, 362, 364

- US 37, 42, 126, 127–8, 130, 132–3, 134–6, 138, 148–9
- reform achievements, China 275–6
- reform dilemmas
 - China 252–8
 - France 341–2
- reform logic, developing countries 254–8
- reform motivations
 - Kenya 196–7
 - Tanzania 193–4
 - Uganda 194–6
- reform objectives, Kenya/Tanzania/Uganda 197–9
- reform outcomes
 - Kenya 213–16
 - Tanzania 200–205
 - Uganda 205–13
- reform prospects, France 342–3
- reforms
 - Argentina 161–5
 - Australia 308, 316–20
 - China 265–75
 - drivers of 22–7
 - India 234–5
 - Italy 112–16
 - Japan 284–6, 300–302
 - UK 354–7
 - US 146–7
- regional bureaucratic composition, Italy 104
- régions*, France 338, 339–40
- Regulations on Open Government Information (2008), China 273
- regulatory commissions staff, Argentina 167–8
- regulatory state 23–4
- representative bureaucracy 17, 20–21
- research, China 278–9
- retired personnel, Japan 292, 297–8
- reward systems 26
 - Italy 107–8, 109, 115, 116, 117
 - Kenya/Tanzania/Uganda 199
 - UK 354, 357, 359
 - US 128, 137, 139
- Roosevelt administration (1933–45) 130–31
- rules and regulations
 - Anglophone/continental European countries 48
 - ideal type bureaucracies 15
 - Kenya 213–16
 - Tanzania 200–205
 - Uganda 205–13
- Sarkozy reform agenda, France 327–8, 342–3
- scientific and technical staff, Argentina 167, 168, 169
- Scottish Parliament 361–2
- Scuola Superiore di Pubblica Amministrazione*, Italy 111
- Secretary of State, UK 349
- security code, Kenya 216
- security issues, US 131, 132, 133
- self-regulation
 - India 235
 - Japan 283
- semi-public organizations
 - France 341
 - Japan 292, 297, 303
- Senior Civil Service, UK 354, 357, 359
- ‘Senior Executive Service’ (SES)
 - Australia 92–3, 313, 314, 315, 320, 321
 - US 135, 139
- Service Canada 81–2
- service contracts, Argentina 164, 166
- service delivery agencies, Australia 315
- service standards
 - Tanzania 200, 201, 203, 205
 - Uganda 208–9
- sexual harassment code
 - Tanzania 201
 - Uganda 208
- social capital, Japan 294–5
- Social Insurance Agency, Japan 285
- social welfare administration, Japan 287–8
- societal challenges
 - Australia 322
 - UK 364
- special administrative regions, China 259
- special economic zones, China 259, 268–9
- special policy advisers 26, 58, 160, 351, 361–2, 365
- Special Service personnel, Japan 286–7

- spoils system
 - Italy 113, 114, 116
 - US 37, 38, 126, 127, 130
 - see also* political appointees
- staffing levels
 - Argentina 156–7, 159, 165–70
 - Australia 312–15
 - China 253, 259, 261, 265–7
 - France 288–9, 327–8, 329–30, 334, 337, 338–41, 343
 - Germany 288–9
 - India 232–4
 - Italy 105, 106–7, 109
 - Japan 286–91
 - Kenya/Tanzania/Uganda 197–9
 - UK 288–9, 340–41, 351, 352, 363
 - US 130, 132, 134, 136, 141–5, 288–9
- state bureaucracy, US 36, 141–4, 145, 147
- State Services Commission (SSC), New Zealand 87–8, 89–90
- stewardship code
 - Tanzania 204
 - Uganda 211
- strategic enabler, whole-of-government as 79–80
- Strategy Unit (SU), UK 360
- strategy/delivery distinction, UK 359–61
- Strengthening Leadership in the Public Sector* report (2001), UK 359
- structural adjustment programmes (SAPs) 192–3, 196, 197–9
- superior advisors, Argentina 157, 158–9, 166
- superior authorities/officials, Argentina 156–7, 158–9, 166
- supernumerary officials, Argentina 156–7, 158–9, 166
- support staff, Japan 291–2
- system rebalancing
 - Australia 317–18
 - whole-of-government as 86–90
- Tanzania
 - challenges of HIV/AIDS 221–2
 - code of conduct 200–205
 - motivation for reforms, 193–4
 - objectives of reforms 197–9
 - structures 183–6, 189, 190–92
- Teachers' Service Commission, Tanzania 191–2
- teaching staff, France 337–8, 343
- technical expertise 17, 19–20
 - Argentina 167, 168
 - China 278
 - France 39, 104, 331–2, 342
 - Italy 104
 - Japan 292–4
 - US 146
- tenure 15, 24
 - Argentina 163–4, 166, 167, 168–9
 - France 104
 - India 230–31, 240
 - Italy 107–8, 109–10, 112–16, 119–20
 - Japan 299
 - UK 32, 37, 47, 351
 - US 147
- 'thickening' of government, Argentina 156, 165
- 'three represents', China 271–3
- training and development 19–20
 - Anglophone/Continental European states 48–50
 - Argentina 163
 - China 269–71
 - France 42, 44, 330–33, 335–6
 - Germany/Austria 42, 44
 - India 226
 - Italy 111, 114, 116, 119
 - Japan 292–6
 - Kenya 186–7
 - Tanzania 163
- transparency
 - Australia 309, 319
 - China 256, 272–3
 - India 236–9
 - Italy 115
 - Kenya 188
 - Tanzania 204–5
 - Uganda 206
 - UK 356–7
- Treasury, UK 348, 356, 360, 362–3
- Truman administration (1945–52) 131–2
- Uganda
 - challenges of HIV/AIDS 219–21
 - code of conduct 205–13
 - motivation for reforms 194–6

- objectives of reforms 197–9
- structures 181–3, 189, 190–92
- Uhrig review (2003), Australia 78
- UK
 - accountability structures 236, 349–51
 - civil service as permanent government 365–6
 - countervailing trends 65–70
 - historical context 347–8
 - horizontal experiments 74–94
 - issues 358–65
 - legal context 348–9
 - recent reforms 354–7
 - role and functions 353–4
 - structures 351–2
- unified public/civil service model 67–8
- Union Public Service Commission (UPSC), India 231
- unions
 - Italy 111–12
 - UK 364
 - US 131, 133, 136, 138–9
- unitary systems 44–5, 66, 178
- US
 - accountability structures 140
 - break from British control 35–8
 - historical context 125–39
 - issues 148–9
 - legal context 139–40
 - recent reforms 146–7
 - role and functions 144–6
 - size, numbers and structures 141–4
- veterans' preference, US 130
- Volker Commissions, US 136, 137, 145
- Weberian bureaucracy 114–27
- Welsh Assembly 361–2
- Western-dominated administrative culture 246
- Westminster model 33–5, 305, 306, 318
- whole-of-government movement
 - Australia 317–18
 - directions for 93–4
 - explaining 76–80
 - forms of 80–93
- 'wicked problems', whole-of-government as response to 78–9