
Index

Titles of publications are in *italics*.

- Aberbach, J. 18, 245
accountability 12, 66–84, 359–60
 as assurance 69
 and leadership 89–90
 and new public management 72–3
 as political story-telling 73–83
 and responsibility 67–72
 types of 70
 United States 205
action learning 101–2
administrative cultures and continuity,
 Netherlands 272
administrative presidency 200, 203
administrative reform, France 223–32
administrative structure
 Denmark 280–81
 France 220–23
 Hong Kong 317–18
 Netherlands 262–4
 Norway 301–2
agency costs 37
agency problems, information systems
 development 127–30
agency reform, Denmark 286–7
agency theory 36–8
aggressive outreach (recruitment) 46
Akerlof, G.A. 37–8
Alchian, A. 33, 34
Alimo-Metcalfe, B. 98
answerability 68–9
Arrow, K. 35
Art of the State, The 353
Ashley, Liam 76–9
assessment centres 48
assessment of agencies, US 205, 214–15
associational governance, Netherlands 268
Aucoin, P. 69, 174, 193, 213
Australia
 e-government 111–13
 new public management 13, 173–84
Baccarini, D. 122
Bailey, S.J. 25
Barber, B. 89
Barzel, Y. 35
Batal, C. 41
Belgium 14, 235–57
 administrative structure 235–8
Bjornberg, L. 50
Blair, Tony 173
Board of Audit, Japan 341
Boston, J. 20, 31–2
Bouckaert, G. 10, 55, 354–5
bounded rationality 33
Bourgon, J. 193
Bourgon report 192, 193
Bovens, M. 74
Boyne, G.A. 25
Brewster, C. 48
Britain, *see* United Kingdom
Brodkin, E.Z. 7
Brown, M. 130
Brudney, J. 130
Brunsson, N. 303
Bryman, A.I. 88
Bryson, J. 91
Buchanan, J.M. 23, 30
budgetary reform
 Denmark 293–4
 France 229
 Netherlands 266, 273–4
bureaucratic discretion 7
bureaucratic model 2–4
 critiques of 4–11
Burnham, J. 150
Burns, J.M. 88, 89
Bush, George W. 204, 214–17
business model ideology, United States 217
Butcher, T. 8
Byrnes, J.D. 26
Cairns, A. 187
Camu reform, Belgium 235
Canada 187–98
 minority recruitment 47
Caplan, B. 23
capture theory of regulation 22–3
career-based management systems 42–4
career structure, French civil servants 222–3,
 224
Caron, D.J. 62
Carter, Jimmy 204, 206–7

- Cerdeblom, D. 53
 Chadwick, A. 106
 Chang, H.J. 22, 357–8
 Chapman, J. 169
 Cheung, S.N.S. 34
 Chicago School 22–3
 Chirac government 226
 Christensen, T. 18
 citizens as customers
 Australia 182
 Hong Kong 327–8
 civil reform, Netherlands 266–7
 civil service
 Belgium 237–57
 France 221–3
 Japan 343–5
 reaction to reform, Norway 311
 UK 139–40, 41
 civil service reform
 Belgium 247–57
 Denmark 290–93
 Hong Kong 324–6
 Japan 344–5
 Netherlands 264–5
 USA 206–10
 Clardy, A. 53
 client services reform, Australia 180, 182
 Clinton administration 211–12
 coaching 100
 Coase, R.H. 29, 33, 35–6
 Coghill, K. 74
 coherence of NPM policy 357–60
 cohesive teamwork 362
 Cohn, D. 198
 community consultation, Australia 180–81
 compensation systems, public sector 55–61
 competence-based development 50–51
 competency approach to performance 53
 competency frameworks 48
 competition 2
 and local government 25
 Considine, M. 181
 constitution
 Britain 140
 and continuity, Netherlands 271
 Japan 336
 consultation and e-government 108
 continuity and reforms, Netherlands
 270–72
 contracting out
 Denmark 295–6
 Hong Kong 329
 and information system development failure
 130–31
 UK 141
 control problems and information system
 failure 126–7
 convergence of NPM reforms 351–7
 Coombs Inquiry 176
 coordination, Belgium 252–3, 256–7
 corporatist state, Norway 308–9, 313
 corporatization
 Denmark 287–8
 Hong Kong 328–30
 Japan 340
 New Zealand 158
 costs of information systems development
 failures 121–2
 Council on Economic and Fiscal Policy, Japan
 340
 credibility of NMP reform 362
 Crosby, B. 91
 Crown Entities Act, New Zealand 166
 cultural perspective and reforms, Norway
 303–4
 cultures, administrative, Netherlands 272
 customer focus reforms
 Australia 182
 Hong Kong 327–8

 David, P.A. 45
 Davies, A. 125
 Day, D. 97
 decentralization
 Australia 182
 Denmark 280–81
 France 224
 Netherlands 263
 pay systems 59
 see also structural devolution
 deLeon, L. 70
 democracy and e-government 108
 Demsetz, H. 29, 33
 Denmark 14, 279–97
 department-based management systems 43
 deregulation, Norway 309
 deregulation model of government 359
 Devanna, M. 88
 Devine, Donald 208
 devolution, *see* structural devolution
 Dietz, T. 180–81
Digital Strategy 114
 disaggregation 2
 discretion, bureaucratic 7
 discursive flexibility, Netherlands 267–8
 distancing and blaming strategy 354
 Dollery, B.E. 21, 24, 26, 357, 361–2, 368
 Dubnick, M. 75
 Duncan, G. 169
 Dunleavy, P. 1–2, 8

- e-government 12, 105–18
 Australia 111–13
 Britain 114–15
 development 110–11
 expectations 106–10
 definition 105–6
 international developments 111–17
 New Zealand 113–14
 United States 116–17
- economic effects of reforms, Netherlands 273–4
- economics and leadership 89
Economics of Welfare 21–2
- efficiency 177
 effects of reforms, Japan 346–7
 as reform motivation, Hong Kong 330–31, 320
- Efficiency Unit, UK 144
- Eggertsson, T. 35
- Ehrlichman, John 204
- Ellwood, S. 170
- emotional intelligence and leadership 93
- employee referrals 45–6
- Employment Contracts Act, New Zealand 158–9
- environmental perspective of reform, Norway 303
- Europeanization as motivation for reform, France 223–4
- Evans, M.B. 11
- executive agencies, UK 144–5
- executive coaching 100
- exit, and local service provision 25
- Federal Activities and Inventory Act (FAIR) 205, 215
- federal administration reform, Belgium 255–6
- federal systems and reform
 Australia 177
 United States 201
- Feenor, J.W. 98
- Finance, Ministry of, Denmark 282–3
- Financial Management Initiative (FMI) 144
- financial management reform
 Denmark 294
 Hong Kong 320–34
 Japan 342–3, 348
 New Zealand 159–60
- fiscal responsibility, New Zealand 160
- flexible model of government 359
- FMI (Financial Management Initiative) 144
- Fortuyn, Pim 266–7
- four Ms 354–5
- France 14, 220–32
 administrative reform 223–32
 administrative structure 221–23
 politico-administrative system 220–21
- Frant, H. 33
- Freibert, A. 56
- From Red Tape to Results: Creating a Government that Works Better and Costs Less* 212
- Fulton Commission 138
- Furubotn, E.G. 33, 35
- Future of Governing, The* 358
- Gaebler, T. 4
- Gardner, H. 97
- generic managerialism 18, 20–21
- Georgiadou, E. 124–5
- Getting Government Right* 190
- Giauque, D. 62
- Goldfinch, S.F. 89, 361, 362–3
- Goleman, D. 93
- Gore, Al 211–12
- government
 co-ordination and transformation, and e-government 107–8
 models of 358–9
Government Direct 114
 government failure paradigm 21–38
 criticism of 28–9
 Le Grand theory 27–8
 and market failure 21–2
 normative taxonomies 26–8
 positive taxonomies 23–6
 and public choice theory 23, 29–32
 theories of 21–38
Government Online 112
 government production failure theory 28
grands corps, French civil service 223
- Grant, G. 130
- Gregory, R. 4, 170
- Grote, D. 53
- Hall, D. 100
- Hall, P. 362, 365
- Hampton Review 150
- Harper, K. 207
- Hashimoto, Ryutaro 338
- Hays, S.W. 46
- health service reforms, Canada 191–2
- Heeks, R. 123–4, 125
- Heintzman, R. 69
- Hirschman, A.O. 25, 92, 361
- Hodge, G. 74
- holding to account 74
- Holton, E.F. 51
- Hong, K.P. 45

- Hong Kong, public management reform 15, 317–33
- Hood, C. 8, 9, 10, 19, 20, 21, 84, 89, 94, 147, 148, 332, 349, 353, 355, 359, 367
- horizontal integration and e-government 110
- Howcroft, D. 123
- Howlett, M. 10
- Hughes, O. 181
- human resource management (HRM) 11, 41–62, 357
 Belgium 248–9
 France 229–30
- Hummel, R. 68
- ICT, *see* information technology
- idolization and IS failure 125
- Improving Management in Government: The Next Steps* 144
- incentives for public value-seeking leadership 96–7
- incentivization 2
- Independent Administrative Institutions, Japan 340
- information technology
 project failure 12, 121–33
 and recruitment 46
 and reform 8
- Ingraham, P. 70, 79
- institutions
 fragmentation, Netherlands 270
 as reform mechanism 268–9, 281–4
- institutional environment and reform, Norway 303
- interest groups in decision-making, Norway 308–9
- intergovernmentalism and NPM, Canada 195–7
- Japan 15–16, 336–49
- Jenkins, S. 145
- Jensen, M.C. 37
- Johnson, C. 150
- joined-up government 115
- Kaufman, H. 213
- Keating, M. 180, 183
- Kelly, P. 180
- Kim, P.S. 45
- Knapp, A. 231
- Kranton, R.E. 37–8
- Lavelle, J. 45, 55
- Lavigna, R.J. 46
- Lawler, E.E. 54
- Le Grand theory of government failure 27–8
- LEA (Leadership Effectiveness Analysis) 98
- leadership 88–102
 and accountability 89–90
 development programs 97–102
 and NPM implementation 360–65
- Leadership Effectiveness Analysis (LEA) 98
- Lederer, A. 122
- Lee, General Robert E. 66
- Leslie, J.B. 98
- Light, P.C. 216
- local government
 and competition 25
 Denmark 282–6, 287
 taxonomies of failure 24–6
- Local Government Denmark 282–4
- Local Government Economics* 25
- Lodge, M. 84, 94, 355, 359
- Lohmann, R.A 29
- loi organique relative aux lois des finance* 230
- ‘Lomanism’ and information system failure 126
- Long, N. 201
- loose accountability 79–80
- Lucas, J. 82
- Lynn, L.E. 10
- Lyytinen, K. 125, 129
- Mahaney, R. 122
- management reform
 Japan 339–45
 Netherlands 265–6
- managerial accountability 68, 359–60
- managerial expectations, e-government 106–7
- managerial faddism and information system 126
- managerial reform, Denmark 290–97
- managerialism 181
- Managing for Outcomes approach, New Zealand 165
- mandate system, Belgium 250
- March, D. 363
- market failure and government failure 21–2
- market mechanisms as governance principle 139–40
- market model of government 358
- Marsden, D. 58
- Marsh, D. 94
- Matsunami, J. 338
- May, C. 106
- McCurdy, H.E. 22
- McManus, J.C. 35
- Meckling, W.H. 37
- mentoring 100–101
- Mentz, J.N. 51
- merit-based appointment 6

- Merit Systems Protection Board, United States 208–9
- Merton, R.K. 9
- Miles Law 79
- minorities, recruitment of 46
- models of government 358–9
- Moe, T.M. 36
- Moore, M.H. 91, 102
- Moran, M. 145, 146, 152
- Mosher, F. 69, 70–71
- motivation and performance-related pay 58–9
- Mueller, D. 30
- Mulgan, R. 66, 74, 182, 182–3
- multi-rater feedback 98–100
- Murumatsu, M. 338
- myths and institutional environment 303
- Naquin, S. 51
- Naschold, F. 11, 353–4
- Nathan, R.P. 200
- National Performance Review, *From Red Tape to Results* 212
- Netherlands, public management reform 14, 262–76
- Neustadt, R. 68
- neutral competence 203
- new institutional economics (NIE) 32–3
 - property rights 33–5
 - transaction costs 35–6
- new public management (NPM) 1–2, 9–10
 - and accountability 72–3
 - Australia 173–84
 - Canada 187–96
 - core doctrines 20
 - criticisms 161–3
 - Denmark 279–80
 - France 225
 - and intergovernmentalism, Canada 195–7
 - New Zealand 156–7
 - as policy paradigm 365–7
 - New Zealand 13, 155–71
 - accountability case 76–9
 - e-government 113–14
 - and NPM as policy paradigm 366–7
 - public management reform 13, 155–71
- Newberry, S. 170
- NIE, *see* new institutional economics
- Nixon, Richard 204, 208
- normative taxonomies of government failure 26–8
- Northcote–Trevelyan Report 138, 173
- Norway 14–15, 300–314
 - administrative structure 301–2
- NPM, *see* new public management
- O'Dowd, M.C. 24
- objective responsibility 69
- Office of Personnel Management, United States 208
- Olsen, J.P. 301, 353
- Orchard, L. 31
- Organic Law relative to finance laws (LOLF), France 230
- organizational change, New Zealand 158–9
- organizational management reform, Japan 339–41, 348
- Osborne, D. 4
- Ostrom, E. 180–81
- Ottawa, NPM initiatives 191
- outsourcing
 - Japan 340
 - United States 216
- Page, E.C. 48
- Painter, M. 21
- Pal, L. 189, 190, 192
- Palmer, G. 72
- paradigmatic policy change 365–6
- PART criteria 214–15
- participation and e-government 108
- participatory model of government 358–9
- partisan activity indicators, Belgium 246–7
- passive responsibility 74
- Paterson, J. 181
- patronage, United States 202–3
- Patten, C. 327
- pay reform, Hong Kong 324–6
- pay systems 55–61
- Peacock, A.T. 29
- Peltzman, S. 22
- Pemerl, D.E. 53
- pendulum swings
 - New Zealand 169–70
 - UK 149–51
- performance management 52–4
 - Denmark 294–5
 - Hong Kong 326–8
 - Japan 341–2, 347–8
 - UK 146–9
- performance measurement 51–5
- performance-related pay 56–9
- Personnel Management, Office of, US 208
- personnel management reform, Japan 343–5, 348
- personnel numbers, Japan 345–6
- pessimism and information system
 - development 131–3
- Peters, B.G. 1, 5, 25–6, 75, 353, 354, 358
- Pigou, A. 21–2
- Podger, A. 179

- policy conditions for encouraging public value-seeking leadership 95–7
- policy effects of reforms, Netherlands 273
- policy leadership and NPM reform 360–65
- policy succession, UK 149–51
- political alienation, Belgian SCS 239–40, 246–7
- political control and structural devolution, Norway 310–11
- political radicalism index, Belgium 246–7
- political story-telling and accountability 73–83
- politicization of administrative system
Belgium 242–7
United States 203–4, 217
- politics
and administrative reform, US 200–218
and civil reform, Netherlands 266–7
of civil service reform, Hong Kong 331–2
and continuity, Netherlands 271
of managerial reform, Denmark 296–7
and reform, Australia 177
- Pollitt, C. 2, 10, 20, 54, 55, 150, 151, 181, 354–5
- position-based management systems 42
- positional leverage 362–3
- positive taxonomies of government failure 23–6
- Premfors, R. 353
- Prime Minister's Delivery Unit (PMDU) 147–8
- principal–agent relationships 36–7
- privatization
Denmark 287–8
Hong Kong 328–30
Japan 339–40
New Zealand 158, 168
United Kingdom 141
United States 211, 217
- professional practices, effects of reforms, Netherlands 270
- programme management system, Hong Kong 326–7
- promotion and politicization, Belgium 243–4
- property rights 33–5
- psychological contracts 60–61
- Public Choice III* 30
- public choice theory 23, 29–32
- Public Choice Theory and Local Government* 25
- Public Service Agreements (PSAs) 146–7
- public service bargains 355
Hong Kong 332
- Public Service Renewal reforms, France 227–9
- public value-seeking leadership 12, 88–102
leadership development programs 97–102
policy encouragement 95–7
- Pusey, M. 176, 181
- Pyper, R. 150
- quality circles, France 226–7
- quasi-markets, Denmark 288–90
- rapid applicant screening 47
- Rashomon Effect 79
- Reagan administration 204, 208, 210–11
- recruitment 45–6
civil service, Belgium 243
- Red–Green government, Norway 312
- reductions in force (RIF), United States 209
- reform effects
Japan 345–8
Netherlands 272–5
Norway 310–11
- reform institutions, Denmark 282–4
- reform mechanisms, Netherlands 267–9
- reform motivations, Hong Kong 330
- Reform of the State programme, France 227–9
- Reforming Act of Public Services, Japan 342
- Reforming the Australian Public Service* 177
- regime performance effects of reforms, Netherlands 274–5
- regulation
Norway 306–7, 309
UK 148
- Reinventing Government* 4
- reinventing government, United States 211–14
- responsibility and accountability 67–72
- responsibility-as-accountability 74
- responsive competence 203
- restructuring, New Zealand 160–61
- results approach to performance 52
- Results for Canadians* 190
- Revans, R. 101
- rhetoric of NPM reform 361–2
- Rhodes, R.A.W. 10–11, 74, 75, 82, 94, 174, 182, 363
- Richter, R. 33, 35
- Rima, I.H. 32–3
- Risher, H. 61
- Robey, D. 125, 129
- Rodrik, D. 351
- Rogers, V. 180
- Romzek, B. 70, 79
- Roosevelt, Franklin 203
- Rutherford, M. 32
- Sarkozy, Nicolas 231
- Savoie, D. 193

- Schick, A. 156
 Schön, D. 79
 selection process 47–9
 Self, P. 30, 31
 Senior Executive Servants (SES), United States 207
 seniority-based advancement 6
 separation of powers, United States 201
 serial loyalist bargains 355–6
 effect on leadership 94
 service performance, effects of reforms,
 Netherlands 273
 service reform, Netherlands 265–6
 Shane, P. 211
 Shields, J. 11
 Shim, D.-S. 42, 62
 Silcock, R. 110
 Simeon, R. 196
 Simon, H. 33
 Snow, C.P. 71
 social policy reform, Australia 184
 State Sector Act, New Zealand 158
 State Sector Standard Board, New Zealand 164
Statements of Intent, New Zealand 165
 Stern, P.C. 180–81
 Stevens, A. 227
 Stigler, G. 22
 Stoker, G. 91
 Stone, B. 70
 Stretton, H. 31
 structural devolution
 Denmark 284–6
 Norway 306–7, 310–11
 see also decentralization
 structural perspective and reforms, Norway 304
 structural reform
 Denmark 284–90
 Norway 306–7
 subjective partisan sympathy, Belgium 246–7
 subjective responsibility 70–71
 supermarket state, Norway 307–10, 313
 system performance effects of reforms,
 Netherlands 274–5
- 't Hart, P. 361, 362–3
 Talbot, C. 150
 target-setting, UK 146–9
 technical environment and reform 303
 technocratism, Belgian SCS 238–9
 technophilia and information system failure 125
 temporary workers 46
 Thatcher, Margaret 145–6
- Thompson, J.R. 44, 60, 62
 360-degree feedback 98–100
 Tichy, N. 88
 tight accountability 80
 TNA (training needs assessment) 50
 total quality management (TQM) approach to performance 53
 traditional model 2–4
 training 49–50
 training needs assessment (TNA) 50
 transaction costs 35–6
 transactional leadership 88
Transformational Government: Enabled by Technology 115
 transformational leadership 88–9
 transparency effects of reforms, Netherlands 269
 Tsang, D. 332–3
 Tullock, G. 22
 Tung, C. 332–3
- Uhr, J. 71–2
 UK, *see* United Kingdom
 unions and administrative policy, Norway 305
 unitary management in local government, Denmark 287
 United Kingdom 12–13, 137–53, 367
 United States 13–14
 administrative reform 205–18, 355
 e-government 116–17
- value for money audits (VFM) 148
 Van Wart, M. 88
 vertical integration and e-government 110
 Vining, A.R. 28
 vocabulary of reform 267–8
 voice, and local service provision 25
- Wallis, J.L. 21, 24, 26, 93, 97, 357, 361–2, 368
 Wanna, J. 182
 Weber, M. 2–3, 9–10
 Weimer, D.L. 28
 Weisbrod, B. 24
 Weller, P. 11
 Whitehall model 139
 Whitehead, John 171
 Wildavsky, A. 177
 Wilenski, P. 176
 Willems, I. 58, 59, 60
 Williamson, O.E. 29
 Wilson, J.Q. 80
 Wilson, M. 123
 Wilson, Woodrow 4, 9

Winchell, T.E. 61

Wolf, C. 26–7

World Public Sector Report (WPSR) 44,
48

Wright, V. 231

Yamamoto, H. 19

Yamamoto, K. 338, 347

Zerbe, R.O. 22

Zifeak, S. 182