Decentralising Public Service Management By Christopher Pollitt

The New Managerialism and Public Service Professionals is a fresh and insightful analysis of the changes that have taken place in the UK public sector over the past twenty years. Unlike many other recent accounts it is not assumed that these policy goals were always implemented or that new approaches to the management of services are necessarily effective. Drawing on an extensive review of major published research it considers developments in three areas: the National Health Service, social services and housing. This analysis reveals marked differences in the way the professions responded to change and draws attention to some significant costs associated with restructuring.
Decentralising Public Service ManagementBloomsbury Publishing
This publication is the first of a series from The Network of Asia-Pacific Schools and Institutes of Public Administration and Governance (NAPSIPAG), a network of professionals formed to encourage the continuing development of public administration theory and practice through research and other initiatives, and foster cooperation and collaboration between and among the members in pursuit of related and common interests.
The effects of recent economic and financial crises have reached an international scale. A number of different nations have experienced the fallout of these events, calling into question issues of accountability and reform in public management. The Handbook of Research on Modernization and Accountability in Public Sector Management is an essential scholarly publication that focuses on responsibility within public sector institutions and the importance of these institutions being ethical, transparent, and rigorous. Featuring coverage on a broad range of topics, such as corporate social responsibility, e-government, and financial accountability, this publication is geared toward regulatory authorities, researchers, managers, and professionals working in the public domain.
Promises and Pitfalls
OECD Multi-level Governance Studies Making Decentralisation Work in Chile Towards Stronger Municipalities
Emerging Concepts and Practices
Rethinking Public Services
An International Perspective
Public Sector Management in a Globalized World
Building the Republican State
The UK has played a pivotal role in the development of New Public Management (NPM). This book offers an original, comprehensive and multidisciplinary analysis of the impact of the New Public Management in the UK, and situates these analyses in a broader comparative perspective. Its chapters consider: competing typologies of NPM issues of professionalism within NPM debates on social exclusion and equity the role of different research approaches in evaluating NPM the evolving nature of NPM and impact of modernisation evaluations of NPM in mainland Europe, North America, Africa and the developing World, Australia, and Pacific-Asia. Leading authorities from around the world present evaluations of current thinking in NPM and highlight the challenges which will shape future development and research approaches. New Public Management presents a timely and constructive overview of the nature and impact of the NPM and offers important lessons for public management across the world.
This book addresses issues to do with public accountability, audit and performance measurement that are both highly topical and of crucial importance to the theory and practice of public administration in an era of contractualized public management. The literature on public sector contracting - covering both 'hard' agreements (ones that are legally enforceable) and 'soft' agreements (enforced by negotiation and mutual trust) - has been growing for some time and the present book adds a primarily European perspective on contracting, performance-based management and accountability. One important aspect of this study is its recognition that those responsible for monitoring public services, and holding them to account, have had - to an increasing extent - to reconcile tensions between, on the one hand, the need for strong oversight and, on the other, the encouragement of innovation and risk in an increasingly competitive and entrepreneurial public service culture. Following an introductory overview by the three editors the book is in three parts.The first part deals with the theory and practice of performance measurement and evaluation; the second part provides a series of specific case studies of audit and accountability in a variety of countries and contexts; the third part offers some wider, cross-cutting perspectives. Based on the work of the EGPA permanent study group on the history of contractualization, Contracts, Performance Measurement and Accountability in the Public Sector draws upon the wide expertise and research interests of academics and practitioners from the United Kingdom, Denmark, Switzerland, Belgium, Sweden and the USA.
The Fifth Edition of this popular textbook provides students and practitioners with a jargon-free description, analysis and critique of the management of the public sector by the UK government. Fully revised and updated, it assesses the policies and performance of the second and third Blair administrations with completely new material on Public-Private Partnerships, Private Finance Initiative and the management of the railways and London Underground. Written in a highly accessible yet analytical style, The Fifth Edition includes chapter summaries, thematically organized further reading, and a website with resources for students and lecturers.
Innovations in management are becoming more numerous and diverse, and are appearing in organizations providing many different kinds of products and services. The purpose of this book is to examine whether some widely-promoted examples of these management innovations – ranging from techniques such as Kaizen to styles of leadership and the management of learning – can usefully be applied to organizations which provide healthcare, and applied in different kinds of health systems. Management Innovations for Healthcare Organizations is distinctive in selecting a wide and diverse range and selection of managerial innovations to examine. No less distinctively, it makes an adaptive, critical scrutiny of these innovations. Neither evangelist nor nihilist, the book instead considers how these innovations might be adapted for the specific task of providing healthcare. Where evidence on these points is available, the book outlines that too. Consequently the book takes an international approach, with contributions from Europe, the Middle East, Australia and North America. Each contributor is an expert in the management innovation which they present. This combination of features makes the book unique.
New Public Management
Australian Handbook of Public Sector Management
Choice, values and difference
Leadership in the Public Sector
Decentralizing Governance
Public Service Decentralisation
Public Sector Reform
'This is an excellent 'do-it-yourself' introductory study to public sector management, covering a wide range of issues, including recent public service reforms. I recommend it to anyone interested in the practice and study of public sector management.' - Tony Ayers, National President, Institute of Public Administration Australia The traditional view of public sector management is under challenge. The shifting boundaries of the public-private sector are transforming the nature of the public sector in the 21st century and placing increasing demands on managers. This user-friendly handbook examines the changes that have taken place over the last twenty years and addresses the practical issues faced by public servants today. It makes abundant use of exhibits, case studies and real world examples to illustrate key concepts in public sector management. By including many 'points for reference', the authors challenge readers to apply both theory and practice to those public services situations with which they are familiar. Australian Handbook of Public Sector Management is a unique blend of academic and practical approaches to current management practices in the public sector. It has been designed to assist students and those new to the public sector to develop the knowledge and skills they require to provide high quality public services.
Sets discussion of the various approaches to local government decentralization in the context of the changing nature of public service management and the possibilities for new kinds of public involvement in government decision-making.
This topic guide provides practical guidance for designing, implementing and evaluating decentralisation reforms and local government practices to ensure they are as effective as possible. It includes summaries of key texts and provides links to cutting edge research and recent case studies.
In this important new text, Rajiv Prabhakar reviews the evidence for different models of public services arguing that a combination of state, market and civil society provision is essential in the 21st century and drawing out the implications for different contexts, services and forms of provision.
Ethics and Accountability in a Context of Governance and New Public Management
Management Innovations for Healthcare Organizations
Crises and Lessons from Hong Kong
EGPA Yearbook
Public Management and Governance
Processual Perspectives on the Co-Production Turn in Public Sector Organizations
Revitalising Local Democracy
This volume reflects on the consequences of the increasingly globalized nature of our world for public sector management. Globalization has triggered rapid growth in trade, global financial transactions and cross-country ownership of economic assets. The implications of these multifaceted processes for the welfare of today's and tomorrow's societies are unclear. What is clear, however, is that an increasing number of problems are too complex to be tackled solely at the level of national states. As a result, the size, functions and modi operandi of the public sector in a globalized world are emerging topics in academia and practice.
Existing research understands co-production as leading to shifts in roles of the public sector institutions and their staffs. The shift is seen in the way that a discursive use of the term service provision with embedded logics encompassing fiscal accountability, performance measurement, efficiency, and process regulation has changed towards discourses that embrace collaboration between the public sector front staff and the citizens, with the aim of developing legitimate and effective welfare services that are co-produced by means of active participation and distributed decision making. However, this change requires new approaches to the way in which the implementation of new practices and tools is executed in practice as studied and researched, and how the new practices and tools are understood and evaluated in organizations. Processual Perspectives on the Co-Production Turn in Public Sector Organizations is an essential reference book that examines, unfolds, and develops approaches to co-production and implementation as dynamic, processual, collaborative, sensemaking, and as requiring and resulting in capacity building and learning. Moreover, the book examines new approaches to engage citizens and public sector actors in collaborative and co-productive processes, especially with concern for new goals pertaining to sustainability, social equity, democratic legitimacy, etc. Covering topics that include knowledge management and collective leadership, the book presents perspectives on capacity building, learning, change, and evaluation in organizations and current research in different areas of the public sector. It is intended for public sector administrators and managers investigating the relevancy, approaches, and methods in co-production. Furthermore, it targets civil actors and welfare service users, leaders and managers of public organizations, researchers, academicians, and students in programs that include social welfare development, public administration, political science, and organizational development.
In view of the approaching age of austerity for the public sector, leadership is likely to continue to become a key theme. This edited volume brings together a host of material from the public sector to analyze the issue internationally. Teelken, Dent & Ferlie lead a team of contributors in examining three key aspects of this increasingly important theme: the meaning of public sector leadership, and how this changes in different contexts the implications for leadership style given the growing role of the private sector the response to the leadership issue from professionals moving into senior management roles. With contributions from respected academics such as Jean-Louis Denis, Mike Reed and Mirko Nordegraaf, this book will be an invaluable supplementary resource for those undertaking studies across public sector management and administration.
The trend toward greater decentralization of governance activities, now accepted as commonplace in the West, has become a worldwide movement. This international development—largely a product of globalization and democratization—is clearly one of the key factors reshaping economic, political, and social conditions throughout the world. Rather than the top-down, centralized decisionmaking that characterized communist economies and Third World dictatorships in the twentieth century, today's world demands flexibility, adaptability, and the autonomy to bring those qualities to bear. In this thought-provoking book, the first in a new series on Innovations in Governance, experts in government and public management trace the evolution and performance of decentralization concepts, from the transfer of authority within government to the sharing of power, authority, and responsibilities among broader governance institutions. This movement is not limited to national government—it also affects subnational governments, NGOs, private corporations, and even civil associations. The contributors assess the emerging concepts of decentralization (e.g., devolution, empowerment, capacity building, and democratic governance). They detail the factors driving the movement, including political changes such as the fall of the Iron Curtain and the ascendance of democracy; economic factors such as globalization and outsourcing; and technological advances (e.g. increased information technology and electronic commerce). Their analysis covers many different contexts and regions. For example, William Ascher of Claremont McKenna College chronicles how decentralization concepts are playing out in natural resources policy, while Kadmeil Wekwete (United Nations) outlines the specific challenges to decentralizing governance in sub-Saharan Africa. In each case, contributors explore the objectives of a decentralizing strategy as well as the benefits and difficulties that will likely result.
Contextualising Change
Decentralisation and Local Governance
Governance Opportunities and Challenges
Handbook of Research on Modernization and Accountability in Public Sector Management
The Experience of English Housing Associations
Public Management and Vulnerability
Contracts, Performance Measurements, and Accountability in the Public Sector
This report maps the current state of public service pay determination and pay systems in OECD countries, and explores the different paths of reform that are being followed in different countries.
This book is concerned with the civil services of the United Kingdom, examining their characteristics and trends since 1970. It provides a map of the British civil service beyond Whitehall, giving an individual country-by-country analysis of the civil services of the UK. It considers the implications of the changing nature of the civil services for our understanding of British governance, especially in the context of the public sector management reforms of the 1980s and 1990s and the impact of constitutional change (chiefly devolution) since 1998. Given that devolution has been characterized as a process rather than an event, the book brings to bear evidence of how existing longstanding differences within some parts of British public administration may come to be replicated elsewhere in the UK. The authors also explore two controversial propositions. First they ask whether Britain is moving from the unitory, strong executive of the 'Westminster model' to a 'differentiated polity' characterized by institutional fragmentation. Second, they consider whether an unintended consequence of recent changes is a 'hollowing out of the state'. Is the British executive losing functions downwards to devolved governments and special-purpose bodies and outwards to regional offices and agencies with a resulting loss of central capacity? Substantial empirical data (both quantitative and qualitative) has been amassed here in order to give answers to these questions. Decentralizing the Civil Service assesses the UK's changing civil services in the wake of two decades of public sector management reforms and New Labour's constitutional reform programme, most notably devolution to Scotland, Wales and Northern Ireland. This assessment has significant implications for how we view governance in the UK.
This is an update to the 1996 portfolio and continues to provide a framework for building and sustaining effective public service organisations, based on current good practice and the wide experience of senior public sector managers throughout the Commonwealth. The second edition contains much of the original material, now up-dated together with several new sections. The Portfolio update is designed to be used as a companion resource to the Public Service Country Profiles which, together, can be used as a basis for benchmarking to compare activities and best practices across different national settings.
This report provides a comprehensive analysis of the challenges confronting Chile's centralised growth model and recommendations towards developing a more integrated territorial approach.
Public Administration in Tanzania
Decentralizing The Civil Service
A Comparative Analysis - New Public Management, Governance, and the Neo-Weberian State
Selected Papers from the Launching Conference of the Network of Asia-Pacific Schools and Institutes of Public Administration and Governance (NAPSIPAG)
Status, Issues and the Way Forward
Public Administration
The consumer in public services
Ethics and accountability have become important themes for modern government, as in most of the countries there is a severe crisis of legitimacy. Increasingly there is a feeling that performance management alone will not solve this crisis. Citizens also expect from politicians and public servants ethical responsible conduct. As to the ethics, however, there is a problem. Governa and new public management have raised new problems which cannot be solved by referring to the traditional bureaucratic ethics. Devolution and decentralisation processes have enhanced the responsibility of public servants. The increase of transparency and openness and the service orientation of public organisations have challenged the traditional values of discretion and ec
This title includes chapters on decentralisation and reform, an international perspective on decentralisation, opportunities and challenges for leadership and collegiality and moving forward, amongst others, in a geographically decentralised Irish public service.
Managing public services innovation provides an in-depth exploration of innovation and its management in the housing association sector. Drawing on longitudinal case studies and data sets, it explores techniques to develop evidence-based policy in the housing association sector, and makes recommendations for best practice.
Much has been written about the Muslim Murid movement and its leader Shamil, who resisted the Tsarist Russian expansion into Chechan and Daghestan for more than quarter of a century. This study, based on research in multilingual archives, offers a fresh insight into a subject that generates constant controversy in Russian historiography and has often been misinterpreted Western scholars.
Adopt, Abandon or Adapt?
Public Sector Reform in South Africa 1994-2021
Public Sector Reform in Developing and Transitional Countries
Public Management Occasional Papers Public Service Pay Determination and Pay Systems in OECD Countries No. 2
The New Managerialism and Public Service Professions
Managing Public Services Innovation
Managing Public Services: Crises and Lessons from Hong Kong
Provides "a comparative analytic account of public management thinking and reform in twelve developed countries over a period of thirty years." - page 1.
Building the Republican State is an insightful analysis of the new state and the new public management that is emerging in the twenty-first century. It presents the historical stages that led to the modern state, identifies a crisis of the nation-state and its origins in a fiscal crisis and in globalization, and situates public management in the last phase - the social-liberal and republican state. To understand such stages the author develops the theory of republicanrights, as a fourth type of citizenship right, after the civil, the political, and the social rights.The book contains an original model of reform, in which the roles of the state, the forms of ownership, the types of public administration, and the organizational-institutions indicated in each situation are put together. Additionally, the book discusses the political theories behind the reform, and its political implications. Throughout the book, the author underlines the complementary roles of markets and the state, and the importance of building state capacity to assure administrativeefficiency, always having in count the 'democratic constraint', i.e., the prevalence of the political over the economic realm.This is essential reading both for those studying political theory and government reform, as well as for anyone interested in state politics and globalization.
Over recent decades, decentralization has emerged as a key Public Sector Reform strategy in a wide variety of international contexts. Yet, despite its emergence as a ubiquitous activity that cuts across disciplinary lines in international development, decentralization is understood and applied in many different ways by parties acting from contrary perspectives. This book offers a fascinating insight into theory and practice surrounding decentralization activities in the Public Sectors of developing and transitional countries. In drawing on the expertise of established scholars, the book explores the contexts, achievements, progress and challenges of decentralization and local governance. Notably, the contributions contained in this book are genuinely international in nature; the chapters explore aspects of decentralization and local governance in contexts as diverse as Ghana, Hong Kong, India, Indonesia, Kazakhstan, Morocco, Tanzania, Uganda, and Viet Nam. In summary, by examining the subject of decentralization with reference to specific developing and transitional Public Sector contexts in which it has been practiced, this book offers an excellent contribution towards a better understanding of the theory and practice of decentralization and local governance in international settings. This book was published as a special double issue of the International Journal of Public Administration.
This book challenges existing stereotypes about the 'consumer as chooser'. It shows how we must develop a more sophisticated understanding of consumers, examining their place and role as users of public services. The analysis shows that there are many different 'faces' of the consumer and that it is not easy to categorise users in particular environments. Drawing on empirical research, The consumer in public services critiques established assumptions surrounding citizenship and consumption. Choice may grab the policy headlines but other essential values are revealed as important throughout the book. One issue concerns the 'subjects' of consumerism, or who it is that presents themselves when they come to use public services. Another concerns consumer 'mechanisms', or the ways that public services try to relate to these people. Bringing these issues together for the first time, with cutting-edge contributions from a range of leading researchers, the message is that today's public services must learn to cope with a differentiated public. This book will be of interest to scholars and students in the fields of social policy and public administration. It will also appeal to policy-makers leading 'user-focused' public service reforms, as well as those responsible for implementing such reforms at the frontline of modern public services.
Current Issues and Challenges
Introduction to Comparative Public Administration
Democracy and Public Management Reform:Building the Republican State
Change in Health, Social Services and Housing
25. E-Government and the Decentralisation of Service Delivery
Public Sector Management
This title was first published in 2000: The management of public services is becoming an increasingly difficult task. Demands are increasing while funds appear to be decreasing, but quality of service must remain high. New services are required, demands have to be faced, activities don't always go according to plan and problems emerge in unexpected places and at unusual times; and public managers are expected to deal with these deviations from their regular work patterns. While some activities are concrete in nature and can be seen, such as medical care and education, others are obscured from public view. With governments emphasizing areas that produce visible and quantifiable results, they often neglect the intangible services that must also be provided to the public. Poor performance in these areas can contribute to major crisi in public organizations. This volume examines four case studies in the context of the changing political and social environment of the new Hong Kong Special Administrative Region of the People's Republic of China. The use of these cases from the public sector in Hong Kong will hopefully help readers to understand the difficulties faced by modern governments in providing basic services to the public.
In these times of dramatic social, economic and political change, governments around the world are questioning their roles and responsibilities in the public sector. There is a trend away from traditional public sector model and that of market ideology, but there does not yet exist a universally accepted alternative. Brendan Nolan offers a comparative analysis of public administration in several OECD countries (the UK, USA, Australia, and Scandinavia) and explores possible future directions.
Decentralise authority and let managers manage' has been an almost universal message in UK public services over the last 15 years. But does it really work? Drawing on their own - and a wide range of other research - the authors show that behind the ministerial rhetoric the experiences of NHS trusts, grant maintained schools and housing associations were in practice distinctly mixed. The book offers a sophisticated theoretical analysis of the origins and results of decentralised public management in the UK.
Public Sector Reform in South Africa 1994-2021 is an examination of specific public sector reforms in three core Public Administration areas in the democratic South Africa: political-administrative relationships, the delegation of authority to senior managers and performance management.
Human Resources Management Guidelines
Decentralised Functions
Administrative Systems and Reforms in Europe
International Public Administration Reform
Current Trends and Future Prospects
Current Good Practices and New Developments in Public Sector Service Management
Implications for the Russian Federation
This volume examines the process of decentralisation in India since the 1992 legislations which devolved powers to local government bodies to ensure greater participation in local governance and planning. It studies the functioning of gram sabhas, panchayats, school development committees, water supply and sanitation committees, welfare associations, and rural development schemes like the MGNREGS, analysing their effectiveness and tracing the political, administrative and fiscal powers the local government wields. With case studies from different Indian states, the book examines the functioning of local governance mechanisms and institutions in relation to crucial issues such as citizen participation, participation of women and disadvantaged groups, fiscal decentralization, peace-building, economic development, and education among others. Comprehensive and insightful, this book will be an essential read for scholars and researchers of development studies, political science, public policy, governance studies, regional development, political economy, political sociology, and public administration, and South Asian studies especially those focusing on India.
This innovative textbook provides an in-depth analysis and account of the state of public administration and recent administrative reforms in European countries. It introduces key features of public administration in six European countries, by
This book locates the issue of 'vulnerability' in an international context, within public-sector reform processes, and goes beyond the conceptualization of existing concepts of policing and vulnerability to include multi- and intra-agency working. It uncovers many competing and contradictory conceptualisations of the phenomenon and shows how a variety of agencies in different jurisdictions prioritise and operationalise this escalating 21st-century social problem. Two recurring themes of this edited collection are the ways in which non-state organisations and agencies have become an acknowledged feature of modern service delivery, and how the withdrawal of the state has heralded a perceptive shift from collective or community provision towards the stigmatization of individuals. Increasingly, public service professionals and 'street level bureaucrats' work in collaboration with non-state agents to attempt to ameliorate vulnerability. Chapter contributions were deliberately drawn from combinatory empirical, theoretical, policy and practice fields, and diverse academic and policy/professional authors. Editors and authors deliberately cast their nets widely to provide integrative scholarship, and contributions from international perspectives to confirm the complexity; and how socio/cultural, political and historic antecedents shape the definitions and responses to vulnerability. This collection will appeal to academics, policy makers and practitioners in a wide variety of disciplines, such as public management and leadership, criminology, policing, social policy, social work, and business management, and any others with an interest in or responsibility for dealing with the issue of vulnerability.
Decentralisation in Contemporary India
The Role of Public Administration in Alleviating Poverty and Improving Governance
The Politics of Decentralisation
Towards Stronger Municipalities
Public Management Reform
Resource Guide on Decentralisation and Local Government
Romanian Public Management Reform: Administration and public services