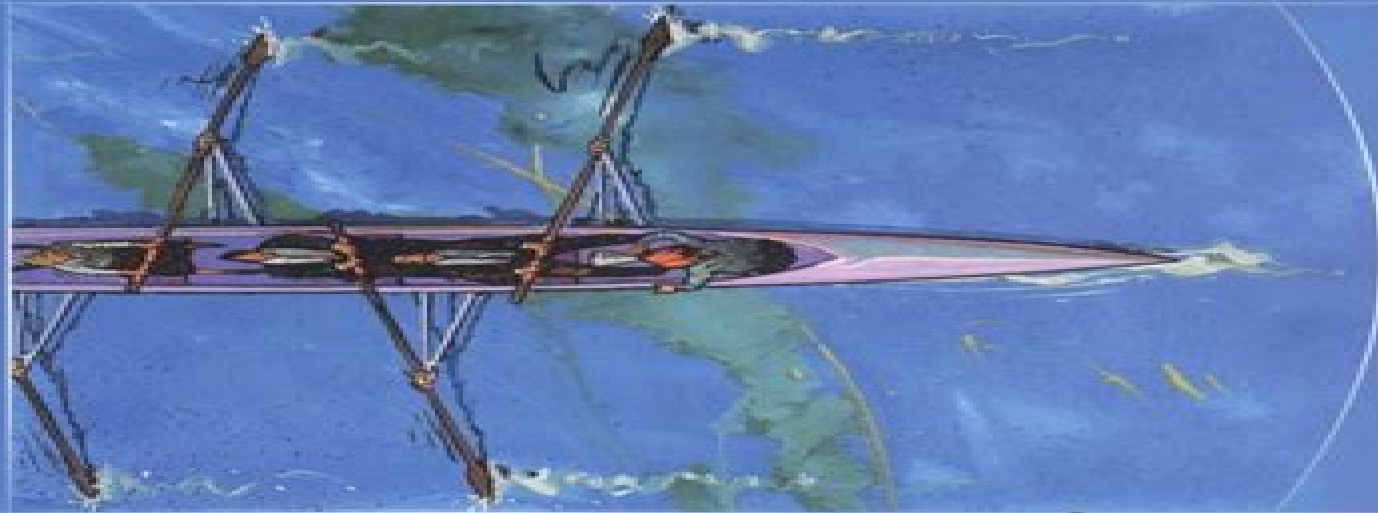


# HIGH-PERFORMANCE GOVERNMENT

Structure, Leadership, Incentives



EDITED BY

Robert Klitgaard & Paul C. Light



PARDEE RAND GRADUATE SCHOOL

# High Performance Government Structure Leadership Incentives

**Andreas Bågenholm, Monika  
Bauhr, Marcia Grimes, Bo Rothstein**

## **High Performance Government Structure Leadership Incentives:**

High-Performance Government: Structure, Leadership, Incentives, 2005 When we think about the performance of our government we tend to focus on four questions 1 Who should our political leaders be 2 What policies should be chosen 3 How big should the government be 4 How can public managers do better given the organizations they inhabit the personnel rules they face and their incentives for performance or lack thereof Each of these questions is vital But focusing only on them can lead us to ignore some deep causes of underperformance those givens in the fourth question organizations poorly aligned to their missions malfunctioning systems for selecting leaders and ineffective or perverse incentive systems This book incites us and invites us to address these deep causes of underperformance Chapter 2 is the report of the Volcker Commission a devastating nonpartisan indictment of public service in America Low performance government provides too little service for too much money Breakdowns and failures are a serious risk if not already widespread The Volcker Commission is a call to action the most important critique of the federal government since at least the 1980s The rest of the chapters ask us to consider new approaches to structure leadership and incentives The authors are researchers at the RAND Corporation most of them are also professors at the Pardee RAND Graduate School In the past 15 years they and other RAND researchers have produced more than a thousand studies of public management across an array of government agencies In this book the authors step back from specific research findings to address the Volcker Commission's deep questions How might structural reforms be successfully undertaken What practical steps would result in better leaders How can we create performance driven flexible public agencies

High-Performance Government Robert Klitgaard, Paul C. Light, John Dumond, 2005-03-24 In 2003 the National Commission on the Public Service chaired by Paul Volcker issued a report detailing problems within the federal government today and recommending changes in its organization leadership and operations This book suggests practical ways to implement the recommendations and defines a research agenda for the future Thirteen essays address the primary problem areas identified by the Volcker Commission and the commission report itself is included

High-performance Government Robert E. Klitgaard, 2005 Improving how our government works is urgent business for America In this book experts from the RAND corporation provide practical ways for government to reorganize and restructure enhance leadership and create flexible performance driven agencies

**Paying Our High Public Officials** Teun J. Dekker, 2013-01-17 In almost every liberal democratic society an issue that is a topic of constant and passionate public discussion is how much that country's ministers legislators senior civil servants and senior judges should be paid Nor is this surprising the issue has considerable voyeuristic appeal particular democratic significance and important ramifications for the functioning of the public sector as a whole However like most political debates these discussions tend to be messy fragmented and full of unverified assertions and spurious appeals to populist sentiment It is hardly surprising that those discussions rarely succeed in putting the matter to rest *Paying Our High Public Officials* examines the political discourse

concerning this question in 17 liberal democracies Canada the United States Mexico Norway Finland the Netherlands the United Kingdom Ireland Germany Austria Switzerland France Poland Italy Hong Kong Singapore and New Zealand Based on many hundreds of parliamentary debates newspaper articles speeches as well as reports by think tanks and high commissions of state the book identifies seven central arguments that occur in all these societies translates them into the language of analytical philosophy and then rigorously evaluates them This approach contributes to a better understanding of this controversy and may result in better justified and more legitimate conclusions concerning which policy to adopt

*International Encyclopedia of Education* ,2009-04-17 The field of education has experienced extraordinary technological societal and institutional change in recent years making it one of the most fascinating yet complex fields of study in social science Unequaled in its combination of authoritative scholarship and comprehensive coverage International Encyclopedia of Education Third Edition succeeds two highly successful previous editions 1985 1994 in aiming to encapsulate research in this vibrant field for the twenty first century reader Under development for five years this work encompasses over 1 000 articles across 24 individual areas of coverage and is expected to become the dominant resource in the field Education is a multidisciplinary and international field drawing on a wide range of social sciences and humanities disciplines and this new edition comprehensively matches this diversity The diverse background and multidisciplinary subject coverage of the Editorial Board ensure a balanced and objective academic framework with 1 500 contributors representing over 100 countries capturing a complete portrait of this evolving field A totally new work revamped with a wholly new editorial board structure and brand new list of meta sections and articles Developed by an international panel of editors and authors drawn from senior academia Web enhanced with supplementary multimedia audio and video files hotlinked to relevant references and sources for further study Incorporates ca 1 350 articles with timely coverage of such topics as technology and learning demography and social change globalization and adult learning to name a few Offers two content delivery options print and online the latter of which provides anytime anywhere access for multiple users and superior search functionality via ScienceDirect as well as multimedia content including audio and video files

**Perspectives on U.S. Competitiveness in Science and Technology** Titus Galama,James R. Hosek,2007 Is the United States in danger of losing its competitive edge in science and technology S T In response to this concern the Under Secretary of Defense for Personnel and Readiness asked RAND to convene a meeting held on November 8 2006 to review evidence presented by experts from academia government and the private sector The papers presented at the meeting addressed a wide range of issues surrounding the United States current and future S T competitiveness including science policy the quantitative assessment of S T capability globalization the rise of Asia particularly China and India innovation trade technology diffusion the increase in foreign born S T students and workers in the United States new directions in the management and compensation of federal S T workers and national security and the defense industry These papers provide a partial survey of the facts challenges and questions posed by the

potential erosion of U S S T capability The importance of S T to U S prosperity and security warrants that policymakers pay careful attention to the various high level reports issued over the past ve years that warn of pressures on the U S lead in S T The intellectual point of embarkation for the RAND meeting was the foremost recent such report Rising Above the Gathering Storm Energizing and Employing America for a Brighter Economic Future by the National Academy of Sciences **The Oxford Handbook of the Quality of Government** Andreas Bågenholm,Monika Bauhr,Marcia Grimes,Bo Rothstein,2021 Corruption has become a central issue in current policy debates This Handbook provides state of the art research on this important topic It demonstrates the disastrous effects of high levels of corruption for most areas of human well being and presents research results about strategies that can get corruption under control **Evaluating and Rewarding the Quality of Teachers: International Practices** OECD,2009-11-06 This book identifies good practices in the design and implementation of evaluation and teacher incentive systems from various perspectives through formulation stakeholder negotiation implementation monitoring and follow up **Economics of Education** Dominic J. Brewer,Patrick J. McEwan,2010-01-26 A collection of short stand alone chapters divided into five sections including overview of the field private and social returns to human capital investments production costs and nancing of education teachers and teacher labor markets and education markets choice and incentives The collection provides international perspectives that describe the origins of these subjects their major issues and proponents their landmark studies and opportunities for future research The 70 contributors are each well regarded economists whose research has advanced the topic on which they write and this book fulfills an undersupplied niche for a text in the economics of education The chapters come from the acclaimed International Encyclopedia of Education 3e 2010 edited by Eva Baker Barry McGaw and Penelope Peterson The Encyclopedia contains over 1 350 articles in 24 sections that stretch from educational philosophies and technologies to measurement leadership and national systems of education This single volume textbook presents a cohesive view of this increasingly important area of economics Superb contributions from well regarded economist convey unique and useful perspectives Chapters contain an extensive bibliography and further readings to enable interested researchers to extend their knowledge into each speci c topic **Senior Executive Service** Maeve P. Carey,2011-06-10 Congress created the SES in 1978 to provide a government wide mobile corps of managers within federal agencies The SES comprising mostly career appointees who are chosen through a merit staffing process is the link between the politically appointed heads of agencies and the career civil servants within those agencies The Civil Service Reform Act of 1978 CSRA incentivized good performance among senior executives by basing their compensation on their performance The CSRA tasked the creation and distribution of SES positions within the government to the Office of Personnel Mgt OPM which was also established by the CSRA The SES includes most of the government s managerial and policy positions above the General Schedule GS grade 15 More than three decades after its existence the SES still serves as the link between political appointees who run agencies and the career

government workers in the agencies Contents of this report 1 History of the SES Federal Personnel Management Project Goals of the SES Creation of the SES 2 Features of the SES SES Structure Types of Positions and Appointments SES and the Role of OPM Entering the SES Career Appointments Mobility and Rank In Person SES Pay 3 Options for Reform 4 Recent Initiatives 5 112th Congress Tables This is a print on demand report Federal Government Reorganization Beryl A. Radin, Joshua M. Chanin, 2009 This textbook reader discusses the importance of organization and reorganization in the contemporary structure of the American federal government First it deals with the decision to change structural arrangements within the bureaucracy Through a range of conceptual readings it explores why reorganization and changing the structure of government continues to happen allowing the reader to understand the multiple and often conflicting goals involved in changing organizational structure It highlights two contrasting approaches to reorganization a management approach and a policy approach Secondly it discusses the consequences of reorganization activity by focusing on the results of a number of federal government reorganizations The examples include the U S Department of Homeland Security the U S Department of Defense the U S Department of Education and proposals to establish a U S Department of Food Safety This is an ideal text for courses in public management public policy and political science courses covering the Presidency and Congress

**The Return of Ordinary Capitalism** Sanford F. Schram, 2015-08-03 As Frances Fox Piven and Richard Cloward argued in the early seventies in a capitalist economy social welfare policies alternately serve political and economic ends as circumstances dictate In moments of political stability governments emphasize a capitalistic work ethic even if it means working a job that will leave one impoverished when times are less politically stable states liberalize welfare policies to recreate the conditions for political acquiescence Sanford Schram argues in this new book that each shift produces its own path dependency even as it represents yet another iteration of what he somewhat ironically calls ordinary capitalism where the changes in market logic inevitably produce changes in the structure of the state In today's ordinary capitalism neoliberalism is the prevailing political economic logic that has contributed significantly to unprecedented levels of inequality in an already unequal society As the new normal neoliberalism has marketization of the state as a core feature heightening the role of economic actors especially financiers in shaping public policy The results include increased economic precarity among the general population giving rise to dramatic political responses on both the Left and the Right Occupy Wall Street and the Tea Party in particular Schram examines neoliberalism's constraints on politics as well as social and economic policy and gives special attention to the role protest politics plays in keeping alive the possibilities for ordinary people to exercise political agency The Return of Ordinary Capitalism concludes with political strategies for working through rather than around neoliberalism via a radical rather than status quo reinforcing incrementalism

**It Takes More than a Network** Chad C. Serena, 2014-02-12 It Takes More than a Network presents a structured investigation of the Iraqi insurgency's capacity for and conduct of organizational adaptation In particular it answers the question of why the Iraqi

insurgency was seemingly so successful between 2003 and late 2006 and yet nearly totally collapsed by 2008 The book s main argument is that the Iraqi insurgency failed to achieve longer term organizational goals because many of its organizational strengths were also its organizational weaknesses these characteristics abetted and then corrupted the Iraqi insurgency s ability to adapt The book further compares the organizational adaptation of the Iraqi insurgency with the organizational adaptation of the Afghan insurgency This is done to refine the findings of the Iraq case and to present a more robust analysis of the adaptive cycles of two large and diverse covert networked insurgencies The book finds that the Afghan insurgency although still ongoing has adapted more successfully than the Iraqi insurgency because it has been better able to leverage the strengths and counter the weaknesses of its chosen organizational form *Governing for the Future* Jonathan Boston,2016-11-09 The book focuses on how to enhance the political incentives on democratically elected governments to protect the interests of future generations *Decision Making under Deep Uncertainty* Vincent A. W. J. Marchau,Warren E. Walker,Pieter J. T. M. Bloemen,Steven W. Popper,2019-04-04 This open access book focuses on both the theory and practice associated with the tools and approaches for decisionmaking in the face of deep uncertainty It explores approaches and tools supporting the design of strategic plans under deep uncertainty and their testing in the real world including barriers and enablers for their use in practice The book broadens traditional approaches and tools to include the analysis of actors and networks related to the problem at hand It also shows how lessons learned in the application process can be used to improve the approaches and tools used in the design process The book offers guidance in identifying and applying appropriate approaches and tools to design plans as well as advice on implementing these plans in the real world For decisionmakers and practitioners the book includes realistic examples and practical guidelines that should help them understand what decisionmaking under deep uncertainty is and how it may be of assistance to them *Decision Making under Deep Uncertainty From Theory to Practice* is divided into four parts Part I presents five approaches for designing strategic plans under deep uncertainty Robust Decision Making Dynamic Adaptive Planning Dynamic Adaptive Policy Pathways Info Gap Decision Theory and Engineering Options Analysis Each approach is worked out in terms of its theoretical foundations methodological steps to follow when using the approach latest methodological insights and challenges for improvement In Part II applications of each of these approaches are presented Based on recent case studies the practical implications of applying each approach are discussed in depth Part III focuses on using the approaches and tools in real world contexts based on insights from real world cases Part IV contains conclusions and a synthesis of the lessons that can be drawn for designing applying and implementing strategic plans under deep uncertainty as well as recommendations for future work The publication of this book has been funded by the Radboud University the RAND Corporation Delft University of Technology and Deltares *Introducing Public Administration* Jay M. Shafritz,E. W. Russell,Christopher P. Borick,2015-07-17 Updated in its 8th edition *Introducing Public Administration* provides readers with a solid conceptual foundation in public

administration and contains the latest information on important trends in the discipline Known for their lively and witty writing style Shafritz Russell and Borick cover the most important issues in public administration using examples from various disciplines and modern culture This approach captivates readers and encourages them to think critically about the nature of public administration today      **Garden of Delight** Mashi Rahmani Ph.D.,2015-06-29 With great pleasure we invite you to enter the Garden of Delight an environment developed by well intended pure motives As the plants and fruits grow and flourish in a healthy garden nourished by the loving and diligent leadership of its gardener so too do we as humans coming of age in our own personal growth choosing to do what is right what is fair and what is in the best interest of all people A healthy garden produces rich rewards of healthy vital vegetation An organization based on the morals of honesty and kindness produces its own rich rewards Journey with us as we walk through the garden inhale with gusto and breathe in its sweet aroma and surround ourselves with the beauty of a daring yet peaceful new concept in leadership and management

Life-Cycle of Structures and Infrastructure Systems Fabio Biondini,Dan M. Frangopol,2023-06-28 Life Cycle of Structures and Infrastructure Systems collects the lectures and papers presented at IALCCE 2023 The Eighth International Symposium on Life Cycle Civil Engineering held at Politecnico di Milano Milan Italy 2 6 July 2023 This Open Access Book contains the full papers of 514 contributions including the Fazlur R Khan Plenary Lecture nine Keynote Lectures and 504 technical papers from 45 countries The papers cover recent advances and cutting edge research in the field of life cycle civil engineering including emerging concepts and innovative applications related to life cycle design assessment inspection monitoring repair maintenance rehabilitation and management of structures and infrastructure systems under uncertainty Major topics covered include life cycle safety reliability risk resilience and sustainability life cycle damaging processes life cycle design and assessment life cycle inspection and monitoring life cycle maintenance and management life cycle performance of special structures life cycle cost of structures and infrastructure systems and life cycle oriented computational tools among others This Open Access Book provides an up to date overview of the field of life cycle civil engineering and significant contributions to the process of making more rational decisions to mitigate the life cycle risk and improve the life cycle reliability resilience and sustainability of structures and infrastructure systems exposed to multiple natural and human made hazards in a changing climate It will serve as a valuable reference to all concerned with life cycle of civil engineering systems including students researchers practitioners consultants contractors decision makers and representatives of managing bodies and public authorities from all branches of civil engineering      Improving Public Services Douglas J. Besharov,Karen J. Baehler,Jacob Alex Klerman,2017 This volume spotlights recent advances in the worldwide use of quantitative performance measures in the public sector especially approaches that incorporate program evaluation techniques Chapters include single country case studies multi country comparisons and thoughtful essays on the challenges of making performance measurement and management work in diverse settings      *Systems Thinking and E-Participation: ICT in the Governance of*



*Society* Cordoba-Pachon, Jose Rodrigo, Ochoa-Arias, Alejandro Elias, 2009-12-31 The development of information based societies worldwide is now impacting public organizations and their delivery of services to citizens Systems Thinking and E Participation ICT in the Governance of Society provides a systemic based inquiry platform to explore boundaries limits and advantages of information and communication technology use in the public decision making processes With theoretical and practical contributions this publication examines the impact of governmental technologies useful to those involved with politics sociology and information systems

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