

Managerial Reform and Professional Empowerment in the Public Service; Greenwood Publishing Group, 1996; 203 pages; 9781567200119; Walter L. Balk; 1996

Since its publication in 2000, *Public Management Reform* has established itself as the standard text in the field, presenting a comparative analysis of recent changes in Public Management and Public Administration in a range of countries in Europe, North America, and Australasia. This completely rewritten second edition radically expands, develops, and updates the original. The background to the book was an awareness of the "pandemic of public management reforms which have swept across much of the OECD world" (first edition, p1). That pandemic continues to rage "few governments, it seems, can now afford to be without some programme of public sector modernization. The ongoing reform process that most governments are undertaking demonstrates that public management reforms still represent a priority and offer an important opportunity for rethinking how to make changes effective and how to manage reforms. This recognition led to the idea for this book, whose aim is to contribute to the growing body of literature and develop this stream of research, to help practitioners and policymakers tackle the problems and challenges they face every day. It is hoped that this volume will. "Make possible a better understanding and discussion of the principles underpinni The term new public management encompasses a wide range of techniques and perspectives that are intended to overcome the inefficiencies inherent in the traditional model of public administration. Robert Behn defines the New Public Management as "the entire collection of tactics and strategies that seek to enhance the performance of the public sector. " Controlling behavior of workers from the top does not allow those closest to service delivery to react quickly enough. Thus the new public management favors decentralized administration, delegation of discretion, contracting for goods and services, and the use of the market mechanisms of competition and customer service to improve performance.