

Reinventing Government in the American States: Measuring and Explaining Administrative Reform

Jeffrey L. Brudney, University of Georgia

E. Ted Hebert, University of Utah

Dell S. Wright, University of North Carolina, Chapel Hill

This study examines whether reinventing government is the state reform wave of the 1990s. Using a mailed survey of more than 1,200 agency heads, we represent 39 types of agencies across all 50 states, to measure the extent to which agencies have implemented 11 reinvention reforms. Although some proposals are more widely adopted than others, correlation analysis indicates that state agencies consider the reinvention reforms as a package of programs. A scale measuring the degree of "reinvention implementation" at the agency level is developed, and a general model consisting of five categories of explanatory variables is proposed and tested to account for variation in implementation. Categories of independent variables include (1) state reform efforts, (2) agency type, (3) agency characteristics, (4) influence of the environment of the agency, and (5) agency director's background and attitudes. While the results indicate that agencies are selectively adopting specific reinvention reforms—most notably, strategic planning and some reforms addressing customer service—and that a few states are more active than others, the principal conclusion is that a concerted reinvention movement does not appear to be under-way across state governments.

Reform waves flowing across the American political landscape are not new. In the states they have paralleled and sometimes preceded national government reforms that began early in this century and extended into recent decades (Garnett, 1980; Conant, 1988, 1992). Shortly after the federal Taft Commission proposed management reforms in 1912, states set a pattern of examining their structures for possible reorganization. Garnett (1980) identified state reorganization waves associated successively with the Taft Commission, the Brownlow Committee of the 1930s, and the first Hoover Commission of 1947–49. Conant suggested a fourth wave of reform in the 1960 to 1980 period that included more than 20 successful comprehensive state reorganizations (1988, 894). We examine the nature of state reforms in the current decade.

That state-level comprehensive reforms in the 1990s might center on "reinventing government" should come as no surprise. In their book, *Reinventing Government*, Osborne and Gaebler (1992) raised issues that confront state administrators and cited state leaders' experiences in developing "entrepreneurial government." From these examples they sought to identify "common threads" to offer as guides (19). After examining one state (Minnesota) in depth, Sarashay (1992) described a "post-bureaucratic paradigm" that he argued marks this new reform. The National Commission on State and Local Public Service, chaired by former Mississippi Governor William Winter, assembled a set of scholarly papers and held regional hearings to explore steps to "revitalize state and local governance" (Thompson, 1993, 1). The commission ultimately issued recommendations overlapping with reinvention. The American states appear to be adopting some changes that are consistent with reinvention recommendations. To explore this development, we surveyed state agency directors in late 1994 and early 1995 and examine here the scope, content, and implementation of reinvention reforms across the 50 states near the midpoint of the present decade.

Management Reform Status Of Agency Reinvention Lab Efforts

Roman Wölfel



Management Reform Status Of Agency Reinvention Lab Efforts:

Management Reform DIANE Publishing Company,1996-06 One part of the President s National Performance Review initiative has been the establishment of reinvention labs in a number of departments and agencies They are designed to test ways that agencies could improve their performance and customer service by reengineering work processes and eliminating unnecessary regulations This report reviews the focus and development status of the labs factors that hindered or assisted their development whether labs were collecting performance data and whether the labs achieved their goals 200 labs surveyed

Management Reform U S Government Accountability Office (G,U. S. Government Accountability Office (,2013-06 GAO reviewed the National Performance Review s NPR initiative to establish reinvention labs in federal departments and agencies focusing on 1 the labs developmental status 2 factors that hindered or assisted their development 3 whether the labs were collecting performance data and 4 whether the labs have achieved any results GAO found that 1 more than 2 dozen federal agencies and other entities have developed a total of 185 reinvention labs 2 the labs deal with a variety of issues from personnel management to improving operations using technology 3 almost all of the labs consider customer service as their primary goal and consider other government organizations to be customers 4 while labs considered management support to be important to lab development the use of regulatory waivers and communication about the labs progress were rarely needed or used 5 other federal reform efforts such as downsizing and the implementation of the Government Performance and Results Act had both positive and negative effects on the labs development 6 labs experienced difficulties in sustaining efforts that crossed agency boundaries or challenged agencies existing cultures 7 over two thirds of the labs had collected some type of performance data ranging from information on unit outputs to informal comments from staff and customers but some lab administrators refused to collect performance data because they believed it was unnecessary or not worthwhile 8 the performance data are inconclusive since there are no previous data for comparison and the nature of the data is subjective 9 the labs have yielded results by improving customer service increasing unit productivity and employee morale and reducing costs at some federal sites and 10 the value of the labs will be realized only when lab efforts proven to be effective spread beyond the lab sites

Management Reform United States. General Accounting Office,1996

Management Reform United States. General Accounting Office,1996 The National Performance Review NPR a major government reform effort under the direction of Vice President Gore has established reinvention labs to test ways for federal agencies to improve their performance and customer service by reengineering work processes and eliminating unnecessary regulations Lab officials throughout the country indicated that the labs addressed a variety of topics Although nearly half of those surveyed reported that customer service was their labs main goal they often said that the labs customers were other government organizations not the public as the Vice President originally suggested At the time of GAO s survey about half of the labs were up and running while the rest were still in the planning stage About two thirds of the

respondents said that they collected data on their labs performance and more than 80 percent said that this information indicated that the labs had improved service productivity and employee morale In GAO s view the labs results suggest several promising approaches to improving agency work processes However the labs real value will be realized only when the improvements they initiated tested and validated are widely adopted *Management Reform: Status of Agency Reinvention Lab Efforts, U.S. GAO, March 20, 1996* , **GPRA, managerial accountability and flexibility pilot did not work as intended report to congressional committees** , **Ggd-96-69 Management Reform** United States Accounting Office (GAO),2018-01-26 GGD 96 69 Management Reform Status of Agency Reinvention Lab Efforts *Has Government Been "reinvented"?* United States. Congress. Senate. Committee on Governmental Affairs. Subcommittee on Oversight of Government Management, Restructuring, and the District of Columbia,2000 **The Air Force Law Review** , *Indexes for Abstracts of Reports and Testimony* ,1996 **Management Reform** United States. General Accounting Office,1996 *Abstracts of Reports and Testimony* ,1997 **Acquisition Reform** United States. General Accounting Office,1997 **The Executive Branch, Creation and Reorganization** Harold Relyea,Thomas P. Carr,2003 When President George W Bush came into office in January 2001 he arrived from a campaign in which he had emphasised efficiency in government particularly through the use of information technology but had not revealed any plans for reorganising the executive branch Then in the aftermath of the September 11 2001 terrorist attacks on the World Trade Center and the Pentagon the organisation of the federal government for maintaining homeland security and combating terrorism became an important consideration for both the President and the 107th Congress Establishment of the Office of Homeland Security in October 2001 as a co ordinating entity as an important first step followed by the President s June 6 2002 call for the creation of a Department of Homeland Security This book regards reorganisation and management as involving the alteration of the program administrative structure and operations of the executive branch for reasons of efficiency economy and direction **Corporate Communications for Executives** Michael B. Goodman,1998-01-01 Communication becomes more complex as businesses compete in a global environment The complexity brought on by an explosion in the number of tools for communication computers digital media interactive corporate television faxes e mail the Internet fuels the need for a corporation to consider its communications as central to its strategic plans Corporate Communications for Executives looks closely at the professional practice of corporate communication It offers numerous perspectives on ethics science and society employee motivation corporate social responsibility internal communication global corporate communications and communicating corporate cultures **Activities of the House Committee on Government Reform and Oversight** United States. Congress. House. Committee on Government Reform and Oversight,1995 *Holding Government Bureaucracies Accountable* Bernard Rosen,1998-02-24 The growth in power of government bureaucracies is one of the more profound developments of 20th century society Bureaucracies impact the

quality of life of every person in this country and many millions outside American borders The president governors mayors legislators judges and the public now are increasingly concerned with how bureaucracies are using their power and accountability is at the heart of these concerns For what and to whom are bureaucracies accountable This acclaimed text examines these questions primarily in the context of the federal bureaucracy Building upon the second edition of the text Rosen updated the entire work to incorporate significant subsequent developments Among the most important are the Chief Financial Officer Act of 1990 the Government Performance and Results Act of 1993 and the Government Management Reform Act of 1994 These three laws with the Clinton administration s National Performance Review initiative could substantially improve performance and accountability The text clearly and systematically examines issues of accountability that are of concern to students and researchers as well as policymakers in the area of public administration

The Army Lawyer ,1998 **Reports and Testimony** ,1996 Government Employee Relations Report ,1997

Management Reform Status Of Agency Reinvention Lab Efforts Book Review: Unveiling the Power of Words

In a global driven by information and connectivity, the energy of words has be more evident than ever. They have the ability to inspire, provoke, and ignite change. Such may be the essence of the book **Management Reform Status Of Agency Reinvention Lab Efforts**, a literary masterpiece that delves deep in to the significance of words and their affect our lives. Written by a renowned author, this captivating work takes readers on a transformative journey, unraveling the secrets and potential behind every word. In this review, we will explore the book is key themes, examine its writing style, and analyze its overall affect readers.

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