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**The theory of representative bureaucracy suggests that a
public workforce representative of the people in terms of
race, ethnicity, and sex will help ensure that the
interests of all groups are considered in bureaucratic
decision-making processes. The theory posits that the
active representation of group interests occurs because
individual bureaucrats reflect the views of those who**

share their demographic backgrounds. Research in the public administration literature, however, includes only a relatively small number of studies providing evidence consistent with active representation. In addition, that literature is, for the most part, composed of studies that are conducted at an organizational level, making it impossible for us to draw inferences about the behavior of individual bureaucrats without committing an ecological fallacy. Researchers in the field of criminal justice studies, on the other hand, have long tested the relationship between workforce demography and government outcomes and have done so at the individual level and in contexts that allow confidence that the outcomes observed are indeed the product of action by minority or female public servants. Those studies are reviewed, and their findings provide the first definitive evidence of a connection between the presence of diversity in the public workforce and the representation of minority interests. - Reproduced.

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**Gandhi's twin fasts and the possibility of non-violence.
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Gandhi died a sorrowful man, following his discovery that the freedom struggle led by him was not non-violent. It was passive resistance, which is always "a preparation for active armed resistance". The violence which had lain repressed had erupted on the eve of Independence. Gandhi's insight seems to have left academic wisdom and popular memory unaffected. This study of two "twin" fasts by Gandhi is part of a larger attempt to use that insight to make sense of his 30-odd years in India and of his studying faith in non-violence. It asks: Can non-violence be more than an impossible possibility? - Reproduced.

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**The March from Tarapur to Jaitapur.
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Empowering public sector employees to improve performance: Does it work?

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Joining public accountability and performance management: A case study of Lethbridge, Alberta.

Canadian Public Administration, 54(1), 2011(Mar): p.41-72.

This article presents an in-depth assessment of how performance measurement, public reporting, and internal performance management have been merged in Lethbridge, Alberta. Business-unit managers and council members both share the view that performance measurement and reporting are useful and that performance information is credible.

This finding contrasts with the more general view that performance information is not used much, despite widespread commitments to collecting it. In

**Lethbridge, a balance has been struck between performance measurement for management uses and council uses. The current system is driven by managers who share the view that performance measured and reporting are useful for improving programs and providing information that can be a part of public accountability. If performance measurement is to add value in public-sector organisations, it needs to have the continued support of managers - they are key to developing the measures, collecting the information and using it, and sustaining such systems. Changes that undermine the trust that is critical to a workable compromise for performance measurement, public reporting and performance management ultimately undermine the integrity of these systems. -
Reproduced.**

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**Economic and Political Weekly, 46(25), 2011(18 Jun):
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**Governance by mutual benchmarking in postal markets: How
state-owned enterprises induce private competitors to
pursue policy goals (Part-1).**

**Journal of Institute of Public Enterprise, 34(1-2), 2011
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**Extent and intensity of poverty and inequality West
Bengal vs. all major states of India.**

**Indian Journal of Economics, 89(360), 2010(Jul):
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A new programme to combat poverty and inequality?

Development and Change, 42(1), 2011(Jan): p.458-467.

404 Grada, Cormac O

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Development and Change, 42(1), 2011(Jan): p.49-69.

405 Mander, Harsh

**Ending indifference: A law to exile hunger?
Economic and Political Weekly, 46(25), 2011(18 Jun):
p.45-50**

Can we agree in this country on a floor of human dignity below which we will not allow any human being to fall? No child, woman or man in this land will sleep hungry. No person shall be forced to sleep under the open sky. No parent shall send their child out to work instead of to school. And no one shall die because they cannot afford the cost of hospitals and medicine. Can we agree that whatever this costs, we will pay? A comprehensive national food security act will be the first step in ensuring a hunger-free India. - Reproduced.

406 Roy, Indrajit

`New' lists for `old': (Re-)constructing the poor in the BPL census.

**Economic and Political Weekly, 46(22), 2011(28 May):
p.82-91.**

This paper aims to understand the implications of implementing the Saxena Committee's recommendations in respect of identifying the poor in India. Relative to the one currently in use, the application of the proposed methodology appears to be more beneficial in general to social groups such as scheduled tribes, most backward classes and mahadalits, as well as those landowning households that might suffer from specific debilitating conditions. However, in some cases it is less sensitive to Muslims, non-mahadalit scheduled castes and agricultural labourers. These observations are based on the results of a census survey covering 4,500 households in 18 rural wards of Bihar and West Bengal. By comparing the subset of households classified as poor according to

the 2002 and the 2009 methodologies, the paper analyses "moving in" and "moving out" of poverty lists according to occupational categories, caste groups and landowning profile of the poor. - Reproduced.

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Tourism and poverty reduction: The case of Jamaica.
Regional Development Dialogue, 13, 2009: p.45-61.
- 408 Subramanian, S.**
Poverty measures as normalized distance functions.
Indian Economic Review, 44(2), 2009(Jul-Dec): p.171-183.
- 409 Wuyts, Marc**
Growth, employment and the productivity - wage gap:
Revisiting the growth-poverty nexus.
Development and Change, 42(1), 2011(Jan): p.437-447.
- 410 Zaman, Khalid and Rashid, Kashif**
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Co-integrated regression (1964-2006).
Journal of Social and Economic Development, 13(1), 2011
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- 411 Zaman, Khalid,, Ahmad, Mehboob and Ikram, Waseem**
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investigation of pro-poor trade index (PPTI).
Indian Journal of Economics, 89(360), 2010(Jul): p.73-88.

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Letter from North Haven ... or what the President should
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Political Quarterly, 82(1), 2011(Jan-Mar): p.26-31.

PRIME MINISTERS

- 413 Theakston, Kevin and Gill, Mark**
The postwar premiership league.
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PRISONS

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'Valued members of society'? Social inclusiveness in the
characterisation of prisoners in Ireland, Denmark,
Finland and Norway.
Administration, 59(1), 2011: p.87-109.

PROFESSIONAL PERSONNEL

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What and how to teach professional students for achieving
short-term and long-term goals.
University News, 49(25), 2011(20 Jun): p.1-10.

PSYCHOLOGY

- 416 Hatch, Doxey**
"I Tramp a perpetual journey": Walt Whitman's insights
for psychology.
Journal of Humanistic Psychology, 51(1), 2011(Jan):
p.7-27.

PSYCHOTHERAPY

- 417 Adame, Alexandra L. and Leitner, Larry M.**
Dialogical constructivism: Martin Buber's enduring
relevance to psychotherapy.

**Journal of Humanistic Psychology, 51(1), 2011(Jan):
p.41-60.**

PUBLIC ADMINISTRATION

418 Bellamy, Christine

**The Whitehall programme and after: Researching government
in time of governance.**

Public Administration, 89(1), 2011: p.78-92.

The article revisits the Whitehall Programme and Rod Rhodes' crucial role in setting it up. It examines the research commissioned for the Programme and how research in this field has changed since the mid 1990s. It confirms that research on Whitehall has become more diverse and specialist - reflecting its apparent hollowing-out - but that research employing a longer historical perspective does not support an interpretation that government in the UK was every strongly filled-in. It also suggests that the study of Whitehall now demonstrates more theoretical ambition than hitherto, and, in the light of the dominance of qualitative research in this field, calls for a more sophisticated methodological debate about qualitative approaches to the study of government and especially their potential contribution to theory-building. - Reproduced.

419 Bevir, Mark

Democratic governance: A genealogy.

Local Government Studies, 37(1), 2011(Feb): p.3-17.

This essay draws on my book, Democratic Governance (Princeton University Press, 2010), to provide a genealogy of governance and to explore its implications for democracy. My arguments can be quickly stated:

governance rose and spread as a consequence of new modernist theories and the public sector reforms that were inspired by these theories; policy actors respond to the challenges of governance by supplementing representative institutions with yet more modernist expertise. - Reproduced.

420 Bevir, Mark

Public administration as storytelling.

Public Administration, 89(1), 2011: p.183-195.

This paper elucidates the interpretive approach to public administration that Professor Rhodes and I have developed over the last ten years. It defends the importance of storytelling in governance. The early studies of governance often drew on modernist empiricism and policy network theory to argue that public sector reforms had created a differentiated polity. While this governance literature offered a compelling account of contemporary public administration, it rested on a modernist empiricism that proved vulnerable to questions such as those raised by rational choice theorists about its micro foundations. Professor Rhodes and I thus rejected modernist empiricism in favour of an emphasis on meanings and storytelling. Our interpretive approach rests on 'meaning holism'. It replaces naive empiricism with an anthropological epistemology based on comparing rival accounts. It rejects reified ontologies for recognition of the constructed nature of social reality. It moves away from formal explanations towards historicism. It provides a defence of public administration as storytelling. - Reproduced.

421 Borzel, Tanja A.

Networks: Reified metaphor or governance panacea?

Public Administration, 89(1), 2011: p.49-63.

This article will discuss the contribution of Rod Rhodes to the research on networks. I will focus on networks as a typology of state/society relations and as a particular form of governance. It is not only here that Rhodes has left his deepest mark; most research on networks still falls in one of the two sub-fields. The typology of policy networks, which he developed with David Marsh more than 15 years ago, has become a classic and still forms a major reference point for studies on public policy-making. Rhodes also pioneered the concept of network governance in the study of British politics to capture the profound changes in the Westminster model since the late 1970s. Regarding more recent developments, Rhodes has been among the first to discuss the reflexivity of networks, introducing some postmodernist thinking into public administration research. Finally, Rhodes has helped advance the 'ethnographic turn' in network studies. - Reproduced.

422 Connelly, Julie

The impact of public sector reform on gender equality in Ireland: A case study of Cork city council.

Administration, 59(1), 2011: p.39-68.

423 Cooper, Terry L.

Building ethical community.

American Review of Public Administration, 41(1), 2011(Jan): p.3-22.

In response to a perceived yearning for community in the modern urban U.S., a definition of community is advanced, and a distinction is drawn between moral and ethical community. The problems of imposing moral community on

diverse urban societies are considered and an argument is advanced for building ethical community. The necessity for a deliberative conversation among members of an ethical community is discussed and some of the current means for conducting it are examined. Following a discussion of the role of experts in these conversations, the implications for academic programs are drawn out. The article concludes with 7 steps toward building ethical community. - Reproduced.

424 Elgie, Robert

**Core executive studies two decades on.
Public Administration, 89(1), 2011: p.64-77.**

The concept of the 'core executive' was introduced by Dunleavy and Rhodes in 1990. Two decades on, what is the state of core executive studies? This article argues that the language of the study of central government has been transformed. In addition, there is now a much broader consideration of the central government space, incorporating ministers, civil servants, and so on. Within core executive studies, the resource-dependency approach has become dominant. Arguably, though, with its insistence on a structural element to power and its focus on prime ministerial predominance, much of this work collapses back into an interpretation that is close to the conclusions of the pre-1990 debate. Currently, only the interpretive, ethnographic approach proposed by Rhodes and his co-authors challenges the new orthodoxy. This article suggests that a resolutely positivist account of the core executive would provide a similar challenge and spark a lively and very welcome debate. - Reproduced.

425 Gains, Francesca

Elite ethnographies: Potential, pitfalls and prospects for getting `up close and personal'.

Public Administration, 89(1), 2011: p.156-166.

This article celebrates Rod Rhodes' use of ethnography to study political elites `up close and personal'. Initially Rhodes' work is contextualized within the development of political ethnography more generally, before his ethnographies of `Everyday life in a Ministry' are reviewed, illustrating the potential of ethnography to research policy-making elites. This review highlights epistemological and ontological questions which link to criticism of Rhodes' work as taking an anti-foundational stance. In looking at future prospects for ethnography in governance settings, this article argues that researchers building on Rhodes' scholarship can choose whether to use ethnography as a 'method' or an `interpretive methodology'. In concluding, the case is made for a `constructivist modern empiricism' which utilizes the ethnographic method alongside other research methods as being most useful for public policy and administration scholarship aiming to be practically useful for understanding either the processes of public policy-making or its impact. - Reproduced.

426 Hay, Colin

Interpreting interpretivism interpreting interpretations:

The new hermeneutics of public administration.

Public Administration, 89(1), 2011: p.167-182.

This article seeks to gauge the nature, distinctiveness and significance of the `interpretivist turn' in public administration and political science more broadly. It considers the various interpretations and, indeed, misinterpretations to which this new hermeneutics of public administration has given rise, its relationship to

(genuinely and seemingly) cognate perspectives (notably constructivism, the new institutionalism and critical realism) and its strengths and weaknesses - both as an analytical perspective and as a developing research programme. In the process it argues for a broadening of the interpretivist research agenda to accord a greater role to the institutional contexts in which the ideas and belief that actors hold acquire and retain resonance and for the value of exploring more thoroughly the synergies with constructivist variants of the new institutionalism. - Reproduced.

427 Hood, Christopher

It's public administration, ROD but may be not as we know it: British Public Administration in the 2000s. Public Administration, 89(1), 2011: p.128-139.

This paper assesses what happened to academic public administration (PA) in Britain in the 2000s in the light of Rod Rhodes' gloomy prognostications about the future of the subject in the late 1990s. It argues that British PA had such a good decade in the 2000s, in funding, output, academic-practitioner interaction and institutional developments, that it could almost be said to have 'never had it so good', even if 'British PA' was probably less internationally distinctive in the 2000s than a century before. But even if the subject flourished against the odds in the 2000s, Rhodes' sombre assessment of its future cannot be dismissed. British public administration faces several potential threats in the 2010s and beyond: in funding, research, and teaching capacity. But extinction still seems an unlikely fate for British PA even when a sombre view is taken of the funding outlook and the changing balance of supply and demand. - Reproduced.

428 Kelman, Steven and Myers, Jeff

Successfully achieving ambitious goals in government: An empirical analysis.

American Review of Public Administration, 41(3), 2011(May): p.253-262.

Many senior government leaders who have attempted to achieve ambitious goals have been quite successful, though others (sometimes very visibly) have not succeeded. What do those who succeeded do differently? Is their success just a matter of luck? What (if anything) do the most successful public sector leaders have in common across agencies with very different missions? To explore these questions, the authors use a reputational approach to identify success, relying on independent experts to nominate leaders from the two most recent completed presidential administrations. In order to understand what successful leaders do differently, the authors also use a control group for comparison. The authors test a range of hypotheses based on the public management literature. Successful leaders do a number of things that control group members generally do not. Examples of these techniques are general good management techniques, including using a strategy planning process, using performance metrics, and working proactively to gain support from external stakeholders. By contrast, change management techniques, which we had expected to distinguish successful leaders, are also used by unsuccessful leaders. Thus, their use does not differentiate the successes. - Reproduced.

429 Kjaer, Anne Mette

Rhodes' contribution to governance theory: Praise, criticism and the future governance debate.

Public Administration, 89(1), 2011: p.101-113.

This article discusses Rod Rhodes' contribution to governance theory. Rod Rhodes' work on governance has been much quoted. He has contributed to setting a new governance agenda and to an ongoing governance debate. This debate has also had an impact on political practice. However, as this paper argues, Rhodes' definition of governance is problematic in that it is narrowly identified with networks, and it is not consistently applied. Rhodes' concept of governance remains too narrow for it to be able to include a comparative analysis of a variation of governance forms. In addition, the governance concept needs to be equipped with tools from political economy in order to be able to incorporate a way forward for governance theory would seem to involve the inclusion of political economy analysis of context as it affects beliefs and dilemmas. - Reproduced.

**430 Laurin, Claude and Wagner, Sachenne
Implementing "new public management": The case of
employment services in Quebec.
Canadian Public Administration, 54(1), 2011(Mar): p.23-40**

This article describes a reform to improve delivery of state-funded employment services in the province of Quebec. It is based on a six-year old field study conducted during the reform process and presents the reform's objective, the way it was implemented, and some of the lessons learned during the reform process. This study focuses on three points: the key steps that led to the implementation of an output-based contracting system between the state and non-profit organisations; why the process of implementing private-sector practices was unexpectedly long and complex; and the side-effects

associated with the reform. - Reproduced.

431 Lee, Eliza and Thynne, Ian

Symposium introduction: Dynamics of governance and civic engagement.

Public Administration and Development, 31(2), 2011(May): p.75-82.

This introduction sets the scene for the Symposium. It considers the governance value of civic engagement, along with civic engagement as identifiable modes of governance. Such matters are embraced in the subsequent analyses of significant developments and experience in South Korea, the Philippines, Australia, Hong Kong and China. - Reproduced.

432 Lewis, Gregory B. and Cho, Yoon Jik

The aging of the state government workforce: Trends and implications.

American Review of Public Administration, 41(1), 2011(Jan): p.48-60.

The aging of the baby boom generation, combined with the success of the New Public Management in downsizing the federal government, has led to a rapidly aging federal service, a reduced flow of new blood, and a looming "tsunami" of retirements that are forcing the federal service to reconsider many of its human resource practices. Are state government workforces undergoing the same transformation? Using the 1980, 1990, and 2000 Census 5% Public Use Microdata Samples and the 2001-2007 American Community Surveys, the authors find that state governments have older workers than any other sector and that the mean age of their workforce has risen nearly as much as that of the federal civil service. Thus, the

retirement tsunami may hit states harder than the federal government. The authors examine the effects of this coming tsunami on turnover, institutional memory, diversity, and educational qualifications. - Reproduced.

433 Pollitt, Christopher

**Not odious but onerous: Comparative public administration
Public Administration, 89(1), 2011: p.114-127.**

434 Raadschelders, Jos C.N.

**The study of public administration in the United States.
Public Administration, 89(1), 2011: p.140-155**

435 Rhodes, R.A.W.

**Thinking on: A career in public administration.
Public Administration, 89(1), 2011: p.196-212.**

This article provides a brief intellectual history of my journey from traditional public administration through modernist-empiricism to an interpretive approach and its associated research themes; a story of how I got to where I am. I do so to provide the context for a statement of where I stand now and key themes in my research; a story of where I go from here. I have a vaulting ambition: to establish an interpretive approach and narrative explanations in political science, so redefining public policy analysis. - Reproduced.

436 Saban, Ireni

**Looking into the eyes of those we serve: Toward complex equality in public administration ethics.
American Review of Public Administration, 41(2), 2011(Mar): p.141-156.**

This article adds to the debate on ethical issues

surrounding public administration practice by an analysis of integrating partialities into impartial moral reasoning under two formalized theories of social justice. Such ethical deliberation takes a closer than usual look at the moral complexity of public administration practices of partiality. The validity of adopting partiality as a possible principle to guide ethical decision making in public administration will be examined within the broader theories of social justice and how it conforms to social justice criteria. The article concludes by showing how new ethical ordering of partiality and impartiality, supplemented by Walzer's spherical justice, provides a systematic method for considering partialities in public administration decision making - Reproduced.

437 Wilson, Baron

**Government: A suitable case for treatment?
Public Administration, 89(1), 2011: p.93-100.**

Government - its institutions, its working, its constitutional controls - is hugely important, not just as a subject of gossip or history in the making but as a discipline, Rod Rhodes' achievement in pioneering new ways of mapping and analysing developments inside government from the inside, and in coordinating so many different academic studies, was a remarkable model of the sort of research into government that can be, and needs to be, done by universities, not least as a basis for training future practitioners. The Whitehall Programme showed what can be done. - Reproduced.

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Journal of Social and Economic Development, 13(1), 2011 (Jan-Jun): p.45-66.

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