Contents

	of contributors of abbreviations	viii xi
1	Introduction: public administration reforms in Europe Steven Van de Walle, Gerhard Hammerschmid, Rhys Andrews and Philippe Bezes	011
2	Comparative research in public administration and the contribution of the COCOPS Top Executive Survey Steven Van de Walle, Gerhard Hammerschmid, Anca Oprisor and Vid Štimac	12
3	Understanding elites: values, attitudes, motivations and role perceptions of top public sector executives in Europe Trui Steen and Ulrike Weske	26
PAF	RT I PUBLIC ADMINISTRATION REFORMS IN CONTINENTAL EUROPE	
4	Austria: nothing is different, but everything's changed Stephan Leixnering, Andrea Schikowitz and Renate E. Meyer	41
5	From smooth NPMization to structural changes in France: accelerated reforms, mixed perceptions Philippe Bezes and Gilles Jeannot	52
6	German public administration: incremental reform and a difficult terrain for management ideas and instruments Gerhard Hammerschmid and Anca Oprisor	63
7	Administrative reforms in the Netherlands: managerialism, collaboration and implications for future reform capacity Sebastian Jilke, Joris van der Voet and Steven Van de Walle	73

PART II PUBLIC ADMINISTRATION REFORMS IN CENTRAL AND EASTERN EUROPE

8	Public administration reform in Estonia: the abundance of piecemeal initiatives Riin Savi and Tiina Randma-Liiv	85
9	New wine in new bottles? Assessing Hungary's post-2010 public administration reforms György Hajnal	96
10	The impact of public administration reforms in Lithuania: systemic managerial changes and persisting organizational differences Rimantas Rauleckas, Vitalis Nakrošis, Rasa Šnapštienė and Ligita Šarkutė	105
PAF	RT III PUBLIC ADMINISTRATION REFORMS IN NORTHERN EUROPE	
11	Denmark: towards the Neo-Weberian State in the digital era Carsten Greve and Niels Ejersbo	119
12	Finland: active reformer looking for more centralisation and horizontal coordination Turo Virtanen	129
13	Riding the roller coaster: Ireland's reform of the public service at a time of fiscal crisis Richard Boyle	140
14	Norway: managerialism, incrementalism and collaboration Per Lægreid and Lise H. Rykkja	151
15	Reinventing the old reform agenda: public administrative reform and performance in Sweden Helena Wockelberg and Shirin Ahlbäck Öberg	162
16	A top-down, customer-oriented approach to reform: perceptions from UK civil servants James Downe, Rhys Andrews and Valeria Guarneros-Meza	173

PART IV PUBLIC ADMINISTRATION REFORMS IN SOUTHERN EUROPE

1/	reform? Edoardo Ongaro, Francesca Ferré, Davide Galli and Francesco Longo	185
18	Public administration reforms in Portugal: a path between service improvement and cutback measures Luís Mota, Maria Engrácia Cardim and Luísa Pereira	194
19	The slow pace of public administration reform in Spain José M. Alonso, Judith Clifton and Daniel Diaz-Fuentes	205
PAF	RT V CHALLENGES AND OUTCOMES OF PUBLIC ADMINISTRATION REFORMS ACROSS EUROPE	
20	Mapping the use of public management tools in European public administration Gilles Jeannot and Philippe Bezes	219
21	Managing the public sector under fiscal stress Tiina Randma-Liiv and Riin Savi	231
22	Coordination challenges and administrative reforms Per Lægreid, Tiina Randma-Liiv, Lise H. Rykkja and Külli Sarapuu	244
23	Public administration reforms and outcomes across countries and policy areas Katy Huxley, Rhys Andrews, Gerhard Hammerschmid and Steven Van de Walle	259
24	Conclusion: a kaleidoscope of administrative reforms in Europe Rhys Andrews, Philippe Bezes, Gerhard Hammerschmid and Steven Van de Walle	273
Inde	de Galli, Assistant Professor, Università Cattolica del Sacro	281