## Contents

	oduction: Challenges of Public Sector Reform vanni Tria and Giovanni Valotti	1
PAR	ГІ	
TRA	NSPARENCY: WHEN THE AUDITOR IS THE SOCIETY	
1	Shedding Light or Obfuscating? Audit in an NPM World <i>Irvine Lapsley</i>	13
2	Making Transparency Transparent: An Assessment Model for Local Governments <i>Maria Cucciniello, Greta Nasi, and Raffaella Saporito</i>	26
PAR	ГІІ	
	LIC SERVICE MOTIVATION: THE OTHER SIDE THE PUBLIC SECTOR PRODUCTIVITY	
3	Does Making a Difference Make a Difference? Answers from Research on Public Service Motivation <i>James L. Perry</i>	51
4	Public Service Motivation and Job Satisfaction in Various European Countries:	
	A Tale of Caution and Hope Wouter Vandenabeele, Bram Steijn, Peter Leisink, Francesco Cerase, Isabell Egger-Peitler, Gerhard Hammerschmid, Renate Meyer, and Adrian Ritz	68

vi	Contents	
5	Public Service Motivation: The State of the Art Nicola Bellé and Paola Cantarelli	96
	T III	
LEA	DERSHIP AND PUBLIC SECTOR REFORMS	
6	What Can We Learn from Thirty Years of Public Management Reform? <i>Christopher Pollitt</i>	129
7	Leadership Competencies and Their Relevance to Italian Government Reform <i>Montgomery Van Wart</i>	136
8	Politicians and Administrators: Two Characters in Search of a Role	157
	Mariannunziata Liguori, Mariafrancesca Sicilia, and Ileana Steccolini	
PAR	T IV	
	SURING PUBLIC SECTOR PERFORMANCE: NAGING GOVERNMENTS BY NUMBERS	
9	Public Sector Performance: Managing Governments by the Numbers <i>Geert Bouckaert</i>	173
10	Strategic Management in Italian Ministries: An Empirical Assessment of Gains from and Gaps in Reforms Denita Cepiku, Andrea Bonomi Savignon, and Luigi Corvo	194
PAR	ΤV	
INTI	ERNATIONAL PERSPECTIVES ON PUBLIC SECTOR REFORMS	
11	The Study of Public Management: Reference Points for a Design Science Approach <i>Michael Barzelay</i>	219
12	Government Reform and Innovation: A Comparative Perspective <i>Elaine Ciulla Kamarck</i>	240

13	Stakeholders' Inclusion: Measuring the Performance of Interactive Decisionmaking <i>Mario Ianniello, Paolo Fedele, and Luca Brusati</i>	260
14	Public Sector Reforms: State of the Art and Future Challenges <i>Giovanni Valotti</i>	285
Contributors		299
Index		301