

# A Performing Public Sector, A performing public sector: The second transatlantic dialogue. Leuven (Belgium), 1-3 June 2006

Extended Call for papers for Workshop 2

## WORKSHOP 2: Performance of regulation and regulation of performance

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**European co-chair:** [Per Laegreid](#), University of Bergen, Norway

### CONTENT OF THE DEBATE

Regulation is normally considered to be regulation by the state, but there is a growing focus on regulation inside government. There is a growing focus on self-regulation *inside* government used by a variety of public agencies that set standards and use different forms of performance management and compliance measures to audit government organizations' work. Regulation inside government addresses the ways in which government officials oversee the work of other bureaucrats. The idea is for the ministries to exercise arm's length control using performance management – a new and emergent regulatory form within the public sector often linked to quasi-contractual arrangements in relations between agencies and ministries, but also between public sector organizations and private sector providers.

A major claim of the NPM was the need to hold managers accountable for results while increasing managerial autonomy. NPM implies that the agencies may have more autonomy from the ministries, but also that they face an expansion in oversight from ex-ante authorization to ex-post control, management-by-objectives-and-results techniques, and performance audit. Thus we face parallel processes of increased use of the semi-autonomous agency form and performance management. Agencification and regulation seem to go in tandem. Devolution is coupled to re-regulation and political executives both let go and tighten the reins at the same time. Governments were expected to move from a rule-based form of regulation to a results-oriented form of managerial control. There should be more steering and less rowing and the steering should become more indirect and general. This new approach would eliminate red-tape and deliver greater results.

This shift in regulation prompts a number of research questions. Has there been a real shift in regulation towards results and managerial freedom, or have traditional rules remained in place? Is performance measurement and management fulfilling its role of coordination and control? How has the dialogue between elected officials and public managers changed? What are the intended and unintended consequences of using performance measurement for regulation? For example, are we noticing greater compliance, but less use of information for decision-making?

In this workshop we ask for papers of how performance management systems works as internal regulatory systems but we are also interested in government's effort to use performance measures in its external regulation of private actors through performance contracts.

## PRACTICALITIES FOR SUBMISSION

- Please submit a short abstract outlining
  - the title of the paper
  - a short description of the contents of the paper (maximum 1 page)
  - the research method of your contribution.
  - the name and number of the workshop in which you would like to present
  - name, affiliation, and contact information of the author(s)
- The deadline for the abstracts is **December 31st, 2005**
- Final acceptance will be notified by the end of January 2006.
- Final papers are due by April 30th.
- Papers will then be publicized on the Conference Website

Abstracts and papers, should be sent to [wouter.vandooren@soc.kuleuven.be](mailto:wouter.vandooren@soc.kuleuven.be).

The Conference Website provides you with the latest information on the program and the practical organization

[www.publicmanagement.be/performance](http://www.publicmanagement.be/performance)