Contents

Preface ........................................................................................................................................ iii

CHAPTER ONE
Introduction
by Robert Klitgaard ......................................................... 1

CHAPTER TWO
Urgent Business for America: Revitalizing the Federal Government for the 21st Century
by the National Commission on the Public Service [the Volcker Commission] ........................................ 9

PART 1. WHAT BROAD CHANGES WILL TRANSFORM GOVERNMENT IN THE FUTURE?

CHAPTER THREE
Governing the Market State
by Gregory F. Treverton .................................................. 89

CHAPTER FOUR
High-Performance Government in an Uncertain World
by Robert J. Lempert and Steven W. Popper ....................... 113

PART 2. VOLCKER COMMISSION RECOMMENDATION 1:
REORGANIZE BY MISSION

CHAPTER FIVE
Organizing for Reorganizing
by Susan M. Gates .......................................................... 139

CHAPTER SIX
Four Ways to Restructure National Security in the U.S. Government
by Lynn E. Davis .............................................................. 161
CHAPTER SEVEN
Using Public-Private Partnerships Successfully in the Federal Setting
by Frank Camm.................................................................179

PART 3. VOLCKER COMMISSION RECOMMENDATION 2:
ENHANCE LEADERSHIP

CHAPTER EIGHT
Improving Government Processes: From Velocity Management to Presidential Appointments
by John Dumond and Rick Eden........................................217

CHAPTER NINE
Developing Leadership: Emulating the Military Model
by Al Robbert.................................................................255

CHAPTER TEN
Broadening Public Leadership in a Globalized World
by Gregory F. Treverton..................................................281

PART 4. VOLCKER COMMISSION RECOMMENDATION 3:
CREATE FLEXIBLE, PERFORMANCE-DRIVEN AGENCIES

CHAPTER ELEVEN
The Economic Complexities of Incentive Reforms
by Beth J. Asch...............................................................309

CHAPTER TWELVE
Measuring Performance
by Jacob Alex Klerman..................................................343

CHAPTER THIRTEEN
Lessons from Performance Measurement in Education
by Laura Hamilton.........................................................381

CHAPTER FOURTEEN
Choosing and Using Performance Criteria
by Robert Klitgaard, Johannes Fedderke, and Kamil Akramov.....407

Bibliography .................................................................447

About the Editors and Authors ........................................487