



MISSION: PUBLIC SCRUTINY or When will we ever learn?

Vicki Johansson
School of Public Administration
University of Gothenburg, Sweden
Tel: 031- 786 15 96
E-mail: Vicki.Johansson@spa.gu.se



INCREASED USE OF PERFORMANCE SCRUTINY INSTRUMENTS

INSPECTION

AUDIT

QUALITY- AND RANKING SYSTEMS

ACCREDITATION/CERTIFICATION

EVALUATION etc.

WHY AND WHY?



BACK TO THE 70' S

UNIFIED CRITISISM FROM THE LEFT AND THE RIGHT

Inefficient public administration and "kafcanian" officials

RECIPIE FROM THE LEFT

Enhance voice
("use citizens/users")

RECIPIE FROM THE RIGHT

Enhance exit
("use policy instruments from the market")

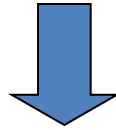


THEORY 1

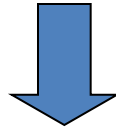
PERFORMANCE SCRUTINY SYSTEMS

serves as a basis for

IMPROVEMENT OF SERVICE QUALITY
ACCOUNTABILITY



EFFICIENCY/LEGITIMACY



TRUST



THE THEORETICAL
DREAM
OF ORGANIZATIONAL RATIONALITY

PERFORMANCE SCRUTINY SYSTEMS



CHANGE BEHAVIORS



QUALITY IMPROVES AND PRODUCTIVITY INCREASES



THE EMPIRICAL
NIGHTMARE
OF RATIONALITY IRL (in real life)

PERFORMANCE SCRUTINY SYSTEMS



CHANGE BEHAVIORS



**UNDESIREB BUT THEORETICALLY HIGHLY ANTICIPATED
OUTCOMES**



ANTICIPATED AND REALISED OUTCOMES

(MARKETS, NPM-INSPIRED SYSTEMS, PLANNED ECONOMIES)

COMPLEX GOALS ARE SIMPLIFIED

(Performance indicators, explicitness, non-transparency)

UNDESIRED BEHAVIORS ARE GENERATED

(at individual, unit, organizational level)

CORRECTIVE MEASURES ESCALATE AND AGGREGATES

(Economical, legal incitements)

THE MATERIAL FOUNDATION FOR ACTION IS CHANGED

(intrinsic motivation and values are replaced by extrinsic,
professional knowledge erodes, responsibility for is replaced
with responsibility toward etc.)



THEORY 2

PERFORMANCE SCRUTINY SYSTEMS

serves as a basis for

SERVICE QUALITY **DETERIORATION**
NON ACCOUNTABILITY



INEFFICIENCY/ **I**LLEGITIMACY
(**CORRUPTION?**)



DISTRUST



WILL WE EVER LEARN?

TRUST

**IMPROVEMENT OF SERVICE QUALITY
and
ACCOUNTABILITY**

When? How?

Theme and compliance strategies?