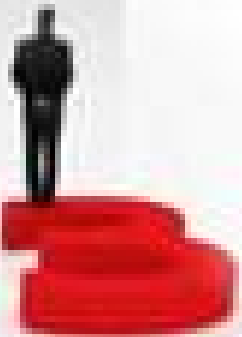


LESSONS TO BE LEARNED.....

KEYS TO SUCCESSFUL DOWNSIZING:

- Planning, formulation and communication of a proper downsizing strategy.
- support of senior leaders and their active involvement
 - incentive and compensation planning
 - effective monitoring systems
 - encouraging employee participation
- continuous motivation to boost employee morale



Effective Downsizing A Compendium Of Lessons Learned For Government Organizations

DJ Losen



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Downsizing the Federal Government Vernon D Jones,2016-07-01 The main focus of downsizing has shifted from the private to the public sector The cutbacks began in the Department of Defense Now the goal is a federal civilian workforce reduction of 12 percent by the year 2000 This pioneering study looks at the management of workforce reductions in the public sector both in theory and in practice Three case studies of the Defense Logistics Agency the Bureau of Reclamation and the Food and Drug Administration illustrate the organizational managerial and human dimensions of attempting to improve performance with reduced resources The author draws on extensive interviews with senior executives and middle managers in the three agencies at the General Accounting Office the Office of Personnel Management and the National Performance Review the Senior Executives Association and the Federal Managers Association and scholars and researchers In a larger sense this work pushes the boundaries of knowledge concerning organizational change and makes a significant contribution to organization theory It offers important new insights not only for public sector managers but for organization theorists and management specialists whose work on downsizing has been presumed but not shown to be applicable to the public sector Federal Downsizing United States. General Accounting Office,1997 *Serving the American Public*

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Downsizing Government and Setting Priorities of Federal Programs United States. Congress. House. Committee on Appropriations,1995 **Personnel Management in Government** Norma M. Riccucci,Katherine C. Naff,2017-09-25 With over 20 million people on its payroll the government continues to be the largest employer in the country Managing people who do the nation s work is of critical importance to politicians and government leaders as well as citizens The great recession of 2008 put enormous strains on governments highlighting the key role personnel play in managing under times of austerity as well as prosperity A thorough examination of political and historical aspects Personnel Management in Government Politics and Process Seventh Edition provides students with a comprehensive understanding of human resource management within its historical and political context in the public sector It discusses the development of public sector human resource management the present status of best practices and important insights from current scholarship on all three levels of government federal state and local See What s New in the Seventh Edition Personnel reforms under the Obama administration Pension developments at state and local levels of government Labor relations reforms at state and local levels e g recent experiences in Michigan Ohio and other states making big changes to labor laws and policies Changes to diversity and affirmative action initiatives across the nation Developments in performance outcome initiatives at all levels

of government During the 36 years since the publication of the first edition the authors have addressed issues that were not yet considered mainstream yet have become so over time The seventh edition is no different It examines progress that public personnel professionals are making to address changes in the political legal and managerial environment of the current decade Exploring developments and innovations in the management of people who carry out the government s work the book introduces students to public sector personnel management *Civil Service Reform I* United States. Congress. House. Committee on Government Reform and Oversight. Subcommittee on Civil Service,1997 Distributed to some depository libraries in microfiche **Reinvention Roundtable** ,1995 **Managing Risk and Performance** Thomas Stanton,Douglas W. Webster,2014-02-10 Discover analytical tools and practices to help improve the quality of risk management in government organizations Federal agencies increasingly recognize the importance of active risk management to help ensure that they can carry out their missions High impact events once thought to occur only rarely now occur with surprising frequency *Managing Risk in Government Agencies and Programs* provides insight into the increasingly critical role of effective risk management while offering analytical tools and promising practices that can help improve the quality of risk management in government organizations Includes chapters that contribute to the knowledge of government executives and managers who want to establish or implement risk management and especially Enterprise Risk Management ERM in their agencies Features chapters written by federal risk managers public administration practitioners and scholars Showing government officials how to improve their organization s risk management capabilities *Managing Risk in Government Agencies and Programs* meets a growing demand from federal departments and agencies that find themselves increasingly embarrassed by risky events that raise questions about their ability to carry out their missions *Transforming the Civil Service* United States. General Accounting Office,1995 **Personnel Management in Government** Katherine C. Naff,Norma M. Riccucci,Jay Shafritz,David H. Rosenbloom,Albert C. Hyde,2001-05-15 A comprehensive guide this book covers employee relations and the legacy of quality and reengineering and discussions on the growth of public personnel management in state and local sectors The authors discuss affirmative action and equal opportunity case law work and family issues the Volcker Commission findings an analysis of federal pay reform and innovative classification and compensation systems currently implemented by federal agencies a discussion of constitutional and legal issues facing public personnel administration in areas such as AIDS and drug testing figures and tables on collective bargaining laws and trends and more **Transforming the Civil Service** DIANE Publishing Company,1996-07 Representatives of leading private sector firms public sector employers and former federal officials discussed new approaches to managing people This report distills from their discussions a set of human resource management HRM principles and points that Congress could apply to the federal civil service **Expanding Flexible Personnel Systems Governmentwide** United States. Congress. Senate. Committee on Governmental Affairs. Subcommittee on Oversight of Government Management, Restructuring, and the District of Columbia,2002 *Setting*

National Priorities Henry Aaron, Robert D. Reischauer, 2011-07-01 If the subject of influence in Washington interests you this series of books deserves your respectful attention it has changed the ways in which American politicians think about the budget The Washington Post For the first time in more than four decades the federal budget has registered two consecutive surpluses and the need to reduce the deficit is not casting a pall over the policy debate This new highly accessible book examines the policy options that are available in this new environment to address the new and recurring challenges that face the nation The book which continues the Brookings Institution's highly acclaimed and influential Setting National Priorities series will serve as a guide for understanding many of the complex issues that will be discussed during the presidential and congressional campaigns of 2000 The book centers around three themes providing opportunity in the domestic arena restoring confidence in government and adapting to the post Cold War international environment It tackles such critical issues as Medicare and social security tax reform and foreign policy spending as well as many areas not included in previous editions namely education urban problems the environment trade government renewal and reform crime and drugs and families In addition to the editors the contributors are Gary Burtless I M Destler John J DiIulio Jr William Gale Bruce Katz Donald F Kettl Paul C Light Thomas E Mann Michael O Hanlon Paul R Portney Diane Ravitch Isabel V Sawhill and James Sly

Hearings on National Defense Authorization Act for Fiscal Year 2001--H.R. 4205 and Oversight of Previously Authorized Programs Before the Committee on Armed Services, House of Representatives, One Hundred Sixth Congress, Second Session United States. Congress. House. Committee on Armed Services. Subcommittee on Military Readiness, 2001 *Public Personnel Management* Norma M. Riccucci, 2015-07-14 Updated in a new 5th edition Public Personnel Management by Norma M Riccucci is a concise and accessible reader containing all original articles addressing the most current issues in public personnel management Written expressly for the text by leading scholars all of the articles are either new to this edition or substantially revised Each article focuses on specific often controversial issues in public personal management such as comparative personnel management pensions sexuality health succession planning unions and the multi generational workforce The Public Manager ,1997 **Building Successful Organizations** ,2000

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