

# **The New Public Management: An Overview of Its Current Status**

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**Abstract.** NPM concepts and techniques have produced a mix of 'results'. Undoubtedly there have been some measurable efficiency gains. There are also plenty of cases of genuine service quality improvement, and of cost-saving. Equally, however, there are well-documented concerns about organizational fragmentation and loss of the capacity to implement integrated policies, about inappropriate applications to complex human services, and the widespread gaming of performance measurement regimes and about probable damage to traditional public service values.

Elements of NPM have been absorbed as the normal way of thinking by a generation of public officials in the core states. Many NPM-ish organizational structures remain firmly standing. Management consultancies have secured their place as regular participants in governance at many levels of government – at least in the core NPM states (Saint-Martin, 2005). By the standards of previous administrative fashions – even by comparison with the spread of Weberian bureaucracy itself – NPM must be accounted a winning species in terms of its international propagation and spread.