

ACTIONS AND VALUE SETS OF CHIEF FINANCIAL OFFICERS IN VICTORIAN LOCAL GOVERNMENT

Rolf Solli

Goteborg Research Institute

University of Goteborg

Sweden

Peter Demediuk

Graduate School of Business

Victoria University

PO. 14428. MCMC.

Vic. AUSTRALIA. 8001.

Pn. 61 3 9248 1083

Peter.demediuk@vu.edu.au

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ABSTRACT

The various aspects of NPM (New Public Management) as a form of economic rationalisation have been widely discussed in the literature. This paper examines the characteristics that typify the work of Australian municipal chief financial officers (ACFOs) in the state of Victoria, and compares their actions and influence with those of Swedish municipal chief finance officers (SCFOs). In addition, we examine the 'value sets' that ACFOs perceive are necessary for effective organisational performance management. In this paper the impact of NPM is discussed in relation to those whose language makes up a vital part of this new economism, namely the chief financial officer (CFO). The focus extends from what they do, how and why they do it and what their influence is on the NPM reform agenda, to the question of what the competing 'value sets' for effective performance management look like.

INTRODUCTION

Very few phenomena within the public sector have been discussed as avidly as that which goes under the label of New Public Management (NPM). What exactly NPM entails is not perfectly clear. We adhere to a fairly common definition of it which describes NPM as a change from a uniform policy making, process oriented, hierarchical, fixed wages organization to an organization emphasizing leadership, and is result- and market oriented, and uses performance-related wages and variates more its organization of services. It is a commonly held view in the literature that NPM rests largely on economic rationalism (Hood 1995).

Various iterations of this NPM have reached all tiers of government in Australia, and the State of Victoria has adopted a 'best value' (BV) framework for local government that is concerned with improved performance through a rational model based on community participation and cost and quality standards. The Best Value Victoria (BVV) legislation requires all local government councils to progressively review every service they offer by 2005 to ensure that they accord with best value principles. The BVV paradigm has reframed the nature and form of public sector governance and decision-making through new demands of value for money activities that anticipate and match changing community needs and priorities.

BV originated in the UK under the Blair government, and is located at the intersection of two movements – new public management and advocacy for community and local governance (Boviard *et al.*, 2000). As a result, BV has its roots in the new paradigm, but seeks to extend beyond it (Martin, 2000; Martin *et al.*, 2000). So in common with other results-based NPM initiatives (Hood, 1991, 1995), the BV reforms which demand improved performance, and the use of rational planning processes as the particular method of securing these improvements (Boyne, 1999; Jaconelli *et al.*, 2000). Additionally, unlike previous NPM reforms, the community and local governance focus in BV requires the inclusion of community consultation and participation in these rational planning processes (Boyne, 1999; Jaconelli *et al.*, 2000).

Rather than defining what is 'best value', the Best Value Victoria (BVV) legislation (1999) requires all Victorian councils to progressively review every service they offer by 2005 to ensure that they accord with the six best value principles that reflect a community focus in processes and performance:

1. cost and quality standards for all services
2. responsiveness to community needs
3. accessible and appropriately targeted services
4. continuous improvement
5. regular community consultation
6. frequent reporting to the community.

In developing cost and quality standards, councils are to take into account a range of factors: best on offer in the private and public sectors; value for money; community expectations and values; a balance of affordability and accessibility; opportunities for local employment growth; partnership building with other levels of government; and environmental sustainability.

Specific objectives linked with adherence to these principles are: local accountability; a whole-of-organisation response; consultation on performance; best value outcomes; benefits, not costs; and encouragement of innovation. The innovation objective arises from the expectation that the best value framework will encourage councils to adopt innovative and creative responses to service delivery, including a range of partnering relationships (DOI, 2000a, 2000b).

As BVV allows local governments the latitude to take differing approaches to the implementation of the broad BVV principles, councils have responded with a range of strategies which ultimately frame the nature of performance management and other decision-making.

The most influential group, when it comes to reforms pursued within a NPM setting (like BVV), has by some been said to consist of so called "econocrats" and "accountocrats" (Pusey 1991). But how do they generate this influence? Some answers to this question can be examined through the roles of CFO's in shaping the practices of NPM.

In this essay is described how SCFOs and ACFOs do what they do and with whom. What it means *to do* something is of course debatable. In our everyday lives this may not seem like a very big problem, we know what we do - or don't we? Whether we do or not, it is definitely more difficult to know what other people do, and infinitely more difficult to know *why* they do it. This query may be broken down into a three-part question:

1. *What do municipal CFO's do?* Here we deal with what CFO's say that they do and what they actually do. Exemplary studies in this context are Carlsson (1951) and Mintzberg (1973). Learning the difference between self-presentation and actions requires a method of generating data that approaches those of the object of study. Carlsson's method — which is characterized by a carefully elaborated MTM-technique – or Mintzberg's method of *shadowing* are both adequate techniques for collecting this type of data. If we want to understand actors we must comprehend what they do and what they say they do.

2. *How do CFO's do it?* Once a CFO is properly installed in his/her office, problems and solutions must fall into the right places. How does a CFO make this the case? There is no doubt that a CFO must act in many different ways. Which are these actions and when are they performed? These are questions that we would like to address.

In our opinion, the questions registered above should not be studied separately since they are mutually dependent. Nonetheless, we are convinced that we, on good grounds, may study our selected problem by approaching the two-part question via field studies.

What people think they do can advantageously be studied by aid of questionnaires (see for example Klausen and Magnier 1998; Naschold 1996). But, when attention is also directed to what they *actually* do, the situation immediately changes. The latter case indicates interviews as a plausible method of inquiry. The benefits of meeting with people in a dialogue appear to be several. The respondent may explain to the interviewer that which is truly important and thereby the researcher is not left entirely alone with her/his preconceived notions and questions (Silverman 1993).

The primary goal here is to seek to understand essential aspects of the CFO's actions. The concrete examples provided by the interviewees are what stimulates interpretation (Finkle 1950; Flanagan 1954;

Etherington 1989). These stories or partial stories, are in the analysis used to create themes, – so called typifications (cf. Solli and Jönsson 1997). One criterion for a typification is that it should be consistent, i.e. be able to resist other observers' scrutiny. Informants should be able to recognize themselves in these typifications, although they may perceive them as simplifications that, of course, they are. On the contrary, a typification lacks relevance if an informant identifies it as a misinterpretation beyond the level of recognition.

The method in itself implies the use of the results of the study. The premise of the analysis is to find out what is typical. This means understanding a role from the perspective of the person *in* that role. Thus our conclusions, first and foremost, produce a fragment of a theory describing the sum of how the studied actors regard their own work/performance. Consequently, the results should be seen as instruments, tools (cf. Normann 1976, Brunsson 1982), which can be utilized to grasp what CFO's do and the outcome of their actions. The relevance of our conclusions are thus determined by those who make use of them. If these conclusions contribute to a better understanding of municipal CFO's, they may eventually turn into a general theory (cf. Brunsson and Jönsson 1979), although not necessarily. Here we are speaking solely of a fragment of a theory. Research results in the form of tools affects the subjects, those studied. They, and their environment, adjust accordingly. Reality has a tendency to disrupt theory.

Collecting them widely depended merely on the fact that the method builds on finding differences amongst comparables (Glasser & Strauss 1967; Altheide 1996). There were reasons to believe that officials working in geographical proximity of one another tend to act in similar ways.

3. What are the value sets that frame the context in which CFOs work? Which values do CFOs believe their organizations ought to have, and do have for effective performance management? When studying how CFOs react or wishes to react, it is important to understand it is important to discern the 'value sets' that they perceive drive the organization. To understand the context of a CFOs working life, it helps to discriminate between competing interpretations of value sets (Quinn and Rohrbaugh 1981).

The primary goal of the first two questions is to seek to understand essential aspects of the CFO's actions. The premise of the analysis is to find out what is typical. This means understanding a role from the perspective of the person *in* that role. Thus the conclusions, first and foremost, produce a fragment of a theory describing the sum of how the studied actors regard their own work/performance. Consequently, the results should be seen as instruments, tools (Brunsson 1982, Normann 1976), which can be utilized to grasp what CFO's do and the outcome of their actions. The relevance of the conclusions are thus determined by those who make use of them.

The primary goal of the third question is to look at the context within which the work of the CFO does take place, or ought to take place, through the frame of 'value sets'.

RESEARCH METHOD

In Australia the researchers conducted interviews with twelve CFO's – eleven men and one woman - of the 79 CFOs in Victorian local government. We contented ourselves (not the least for practical reasons) with municipalities located in the state of Victoria, and selected by purposeful sampling a

mixture of city, regional, and rural councils. The findings of this Australian research are compared to corresponding Swedish research reported by Solli, Sims and Demediuk (1999). The Swedish project interviewed eight CFO's – five men and three women – from both large and small municipalities in various parts of Sweden. Each interview approximately lasted two hours and was subsequently transcribed for further interpretation. The material was anonymized. Interviewees were subsequently asked to read our analysis and conclusions for inconsistencies. Whilst 12 out of 79 CFOs in Victorian government is

The interviews were based on the questions in Appendix 1. Responses to questions 1 to 7 were recorded and transcribed for analysis. Responses to question 8 and 9 were completed by interviewees on proforma response sheets.

DIFFERENCES AND SIMILARITIES IN WHAT THEY DO AND HOW THEY DO IT

The comparison between SCFOs and ACFOs in response to questions 1 to 7 (Appendix 1) may be done in terms of differences and similarities. For example: the accounting models used are relatively similar; the professional basic skills are more or less equivalent, as is their textbook knowledge, i.e. what they were taught at university or college. In other words, more or less the same textbooks can be used in Australia and Sweden. The main adjustments would be in the area of accounting standards issues as ACFOs appear to have more detailed rules to observe.

Tables 1 and 2 summarize differences in the CFOs day-to-day activities. Comparisons should not be done merely in quantitative terms but also in terms of *how* something's are different. The latter case entails asymmetrical comparisons, i.e. the points of divergence must be described with concepts that are not entirely one-dimensional. This is the reason why we must go about this from two different perspectives, that of the SCFOs and that of the ACFOs. The data

Table 1. SCFOs vs. ACFOs

<i>Aspects/Perspectives</i>	<i>SCFOs</i>
Participation in the management process	Articulate strategies and take initiatives to a much greater extent
Relation to politicians	A lot of contact
Relation to CEO	Equivocally subordinated
Relation to citizens	Rare direct contact
Position	Look like a head of department
Occupation/task	Some manual work
Management style	Democratic
Work environment	Several offices
Peer networks	Active peer network
Relation to council colleagues	Emphasis on familiarity with colleagues

Table 2. SCFOs vs. ACFOs

<i>Aspects/Perspectives</i>	<i>ACFOs</i>
Participation in the management process	Execute other people's decisions!
Relation to politicians	Limited contact
Relation to CEO	Unequivocally subordinated
Relation to citizens	Some direct contact
Position	Clearly staff people
Occupation/task	A lot of manual work
Management style	Classic
Work environment	Open floor plan
Peer networks	Casual peer network
Relation to council colleagues	Emphasis on external parties/contacts

The differences between ACFOs and SCFOs are considerable, the most notable, however, is the kind of relation the CFO has to the CEO. In the Swedish case the CFO far from being unequivocally subordinated to the CEO, while the opposite is true for the Australian officers. Several explanations exist, one of which is the fact that Swedish top politician's often are full-time politicians and as such expected to assume a leader position (Wrenne 1997). A SCFO thus tends to occupy an ambiguous position (Kallstrom et al 1997). The Swedish set up makes it necessary for the SCFO to stay in closer contact with leading politicians. Another explanation is that municipal administration in Sweden is much larger and the concentration of personnel is much higher, than in Australia. Swedish

municipalities are responsible for producing welfare to a much higher extent than they are in Australia, where this is divided over the federation, state and municipality. Administrative management teams thus become fairly large in Sweden, and this proportionately large group of heads of department endows SCFOs with status similar to that of a head of department, one who should have his/her voice heard.

A less evident management position means a more obvious staff position, which in turn means more case handling for the CFO, that is processing tasks such as investigations, calculations and payment orders. Management tasks are included in both countries, but they are executed slightly differently. ACFOs run all aspects of their department more directly while SCFOs usually have more middle managers under them. ACFOs also appear to be managers in a more classical sense than the SCFOs who manage “in Swedish”, i.e. fairly vaguely, assuming that employees do what they are expected to do (Dobbin et al 1999, Jonsson 1995, Kallstrom et al 1997). An ACFO manages “in Australian”, i.e. much more distinctly and with much more control.

Another area of differences is those networks which include “others”, and other colleagues. ACFOs meet citizens every now and then, which is rather rare for SCFOs. There is no Swedish instance which directly correlates with the state (here Victoria) and its sway over Australian municipal operations. This means that their areas of contact differ. SCFOs are considerably more involved in professional associations than their Australian colleagues are. Although the work of both SCFOs and ACFOs is aimed toward the inside of the organization, the Swedish variety is relatively more externally oriented.

To sum up what they do and how they do it, the tasks of a CFO seem to be different in many respects which, in turn, will make the function of the ACFO and the SCFO different. These dissimilarities are, however, not greater or more than would make it possible or productive for these two groups to exchange experiences in a meaningful way. If a SCFO would move to Australia, s/he would probably be somewhat frustrated over the subordinated positions s/he would obtain, whereas an ACFO moving to Sweden, would probably be quite astonished to find her/his role considerably strengthened – a role which, we believe, would not be too hard to get used to.

DIFFERENCES IN VALUE SETS

What value sets are currently at play in the organisation in which the CFOs influence and action take place? Are these value sets the same as are required for an effective organisational response to performance management?

Quinn and Rohrbaugh (1981) provide a framework for multidimensional scaling analysis involving the competing values that are the properties of effective organizations. The framework displays four generic and competing ideals (or 'models') on organisational effectiveness. We have adapted this framework for our research by constructing variables for each of the four models, and in choosing names that more closely fit our experience with the language of the times and context. In particular, we use the word freedom as the opposite of control, rather than the work flexibility in the original framework.

The lower right quadrant of the framework contains the 'Rational Goal Model' that emphasises control and external focus and stresses planning and goal setting (as means) and productivity and efficiency (as ends). In our adaptation of the framework, we have re-labeled this Rational Goal Model quadrant as the 'Planning Ideal' and set clear goals, clear responsibility and production as the means and end variables.

In sharp contrast to the Rational Goal Model is the 'Human Relations Model' in the upper left quadrant with its emphasis on freedom and internal focus and stressing cohesion and morale (as means) and human resources development (as ends). In our adaptation of the framework, we have re-labeled this Human Relations Model quadrant as the 'Professional Ideal' and set competence, co-operativeness and development as the means and ends variables.

The lower left quadrant contains the 'Internal Process Model' with an emphasis on control and internal focus and stressing information management and communication (as means) and stability and control (as ends). In our adaptation of the framework, we have re-labeled this Internal Process Model quadrant as the 'Bureaucracy Ideal' and set routines, stability and co-ordination as the means and ends variables.

Juxtaposed in the upper right quadrant is the 'Open System Model' based on freedom and external focus and emphasising adaptability and readiness (as means) and growth and resource acquisition (as ends). In our adaptation of the framework, we have re-labeled this Open System Model quadrant as the 'Entrepreneur Ideal' and set flexibility, innovativeness and resoluteness as the means and ends variables.

So inspired by Quinn & Rohrbaugh (1981) 12 dimensions were identified as relevant for description of properties related to effectiveness in organisations. For each one of 4 organisational ideals 3 dimensions pointed out which each would describe a characteristic property given that ideal. During the interviews CFOs were referred to questions 8 and 9. They asked to indicate which are the most important properties of an effective organisation – and to contrast what ought to be happening (question 8) with what was happening (question 9).

If the respondent held an *entrepreneurial ideal* it would be expected that he or she would attach high value to *resoluteness* (to make up one's mind and get from decision to action without delay), *innovativeness* (expansion through novel ideas), and *flexibility* (adapting implementation as conditions become known or change).

If the respondent holds a *planning ideal* he or she would be expected to relate effectiveness to the capacity to establish and execute rational plans. The execution of plans is the core activity of the organisation. This would mean that primary dimensions of the effective organisation would be, *clear goals*, well defined *responsibility*, and attention to *production* of services.

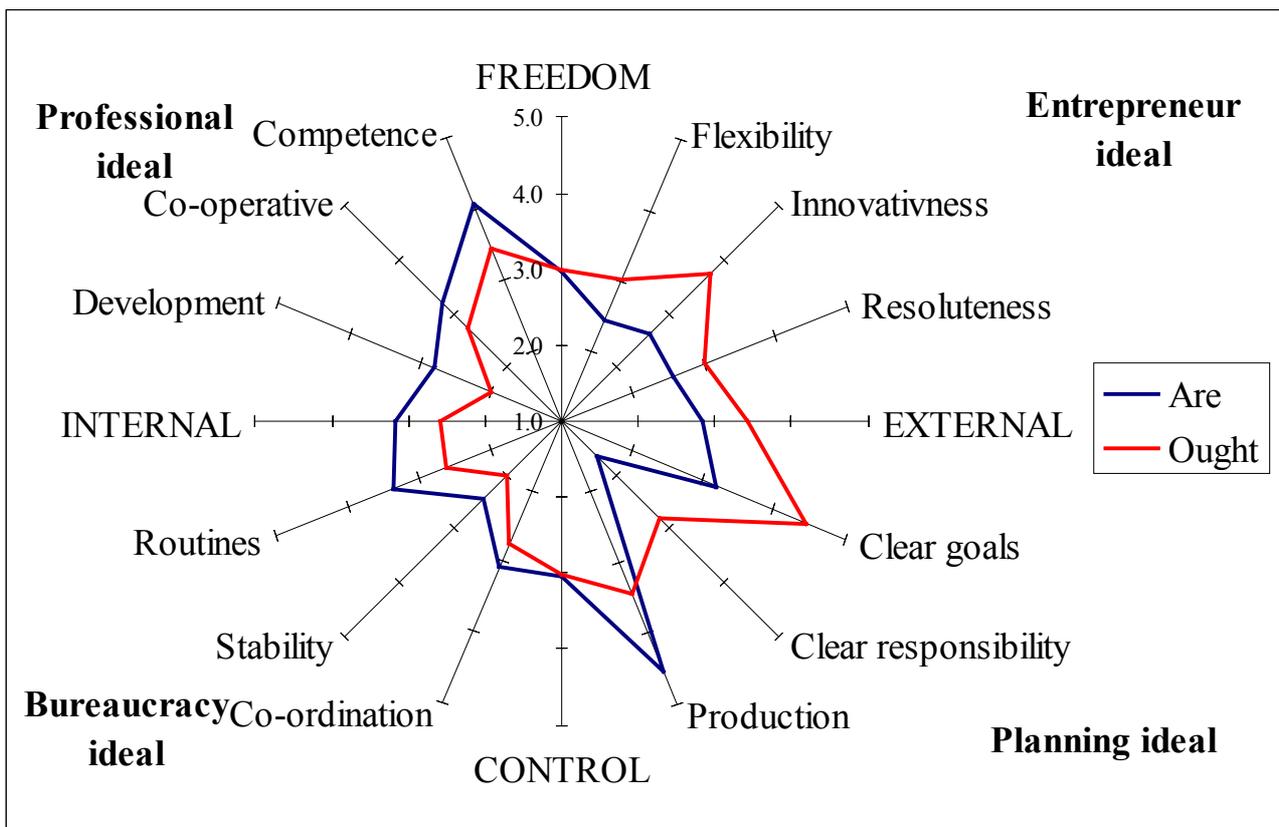
A third view of the effective organisation could be based in the professional ideal. In this view the variety of tasks and matters is great. This requires professional judgement on the spot to determine what resources are needed and what action appropriate. For such a professional organisation to be effective respondents are expected to put high value on *competence*, a good *co-operative climate*, and attention to the *development* (of competence as well as methods).

Finally there is the *bureaucratic ideal* which emerges from a view of a stream of matters and task which are expected to be managed in a uniform and fair manner which is stable and predictable. By being predictable an organisation will accomplish a fit between expectations and performance which will enhance effectiveness. With such a bureaucratic ideal a respondent will expected to value *stability* (to be predictable), *good co-ordination* and *good routines*.

The proforma for questions 8 and 9 allowed the respondent to give weight to these 12 dimensions by allocating, on a 5-grade Likert-scale "5" and "1" to 3 dimensions, and "2", "3", or "4" to two dimensions. (5 highest value). Interviewees commented favourably on the questioning regime that forced them to make some difficult but decisive decisions on the relative importance of each variable, rather than to allow a choice of one to five scales for each variable.

Figure 1 shows the value set averages for all CFOs. A very clear pattern emerges concerning what ought to be happening in order to have an effective organisations. In the current context for local government, emphasis ought be on the entrepreneurial and planning ideals. In particular, clear goals and innovativeness feature highly. In contrast to what ought to happen, existing council characteristics somewhat over-emphasised the professional and bureaucratic ideals in general and also the production variable within the planning ideal. So whilst on the overall balance between freedom and control seemed about right, the desired shift was to an external focus embodying more the variables making up the planning and entrepreneurial ideals.

Figure 1 – Value set averages across all Councils.



However, as figures 2 to 4 demonstrate, at individual councils the 'are' and 'ought' results varied markedly from the averages.

Figure 2 shows the results for Council A. Here we see a strong desire for more entrepreneurial ideal that was missing in practice. In particular, the characteristics of co-operativeness and co-ordination are seen to be overplayed.

Figure 2 – Value set for CFO at Council A.

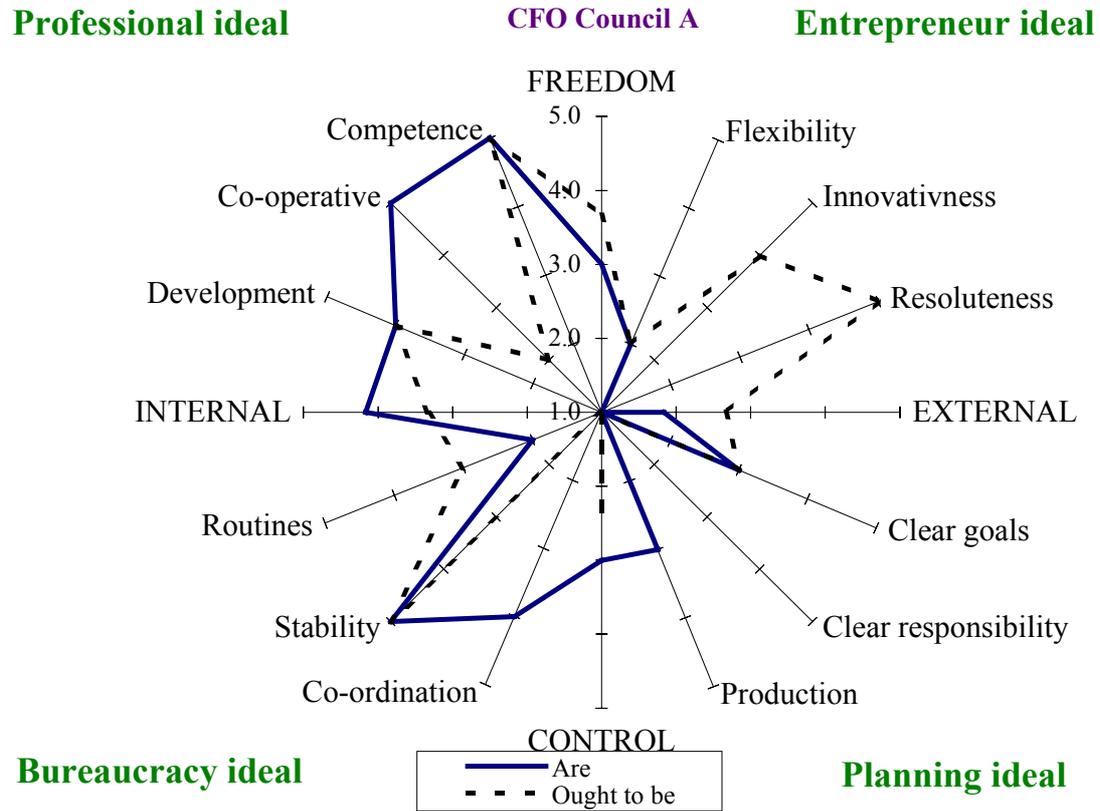


Figure 3 shows the results for Council B, where a shift towards the planning and entrepreneurial that are evident in the averages (figure 1) are also desired. Here an external focus ought to be more emphasised, particularly in relation the entrepreneurial characteristics of innovation and flexibility

Figure 3 – Value set for CFO at Council B.

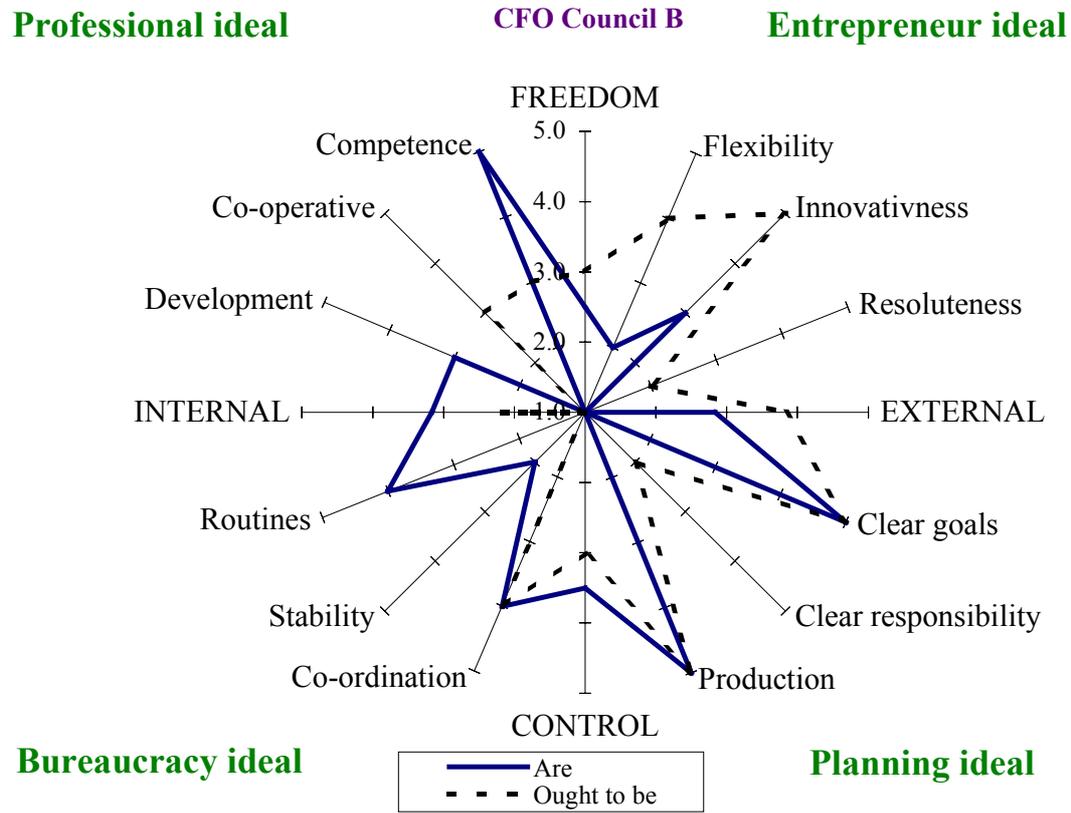
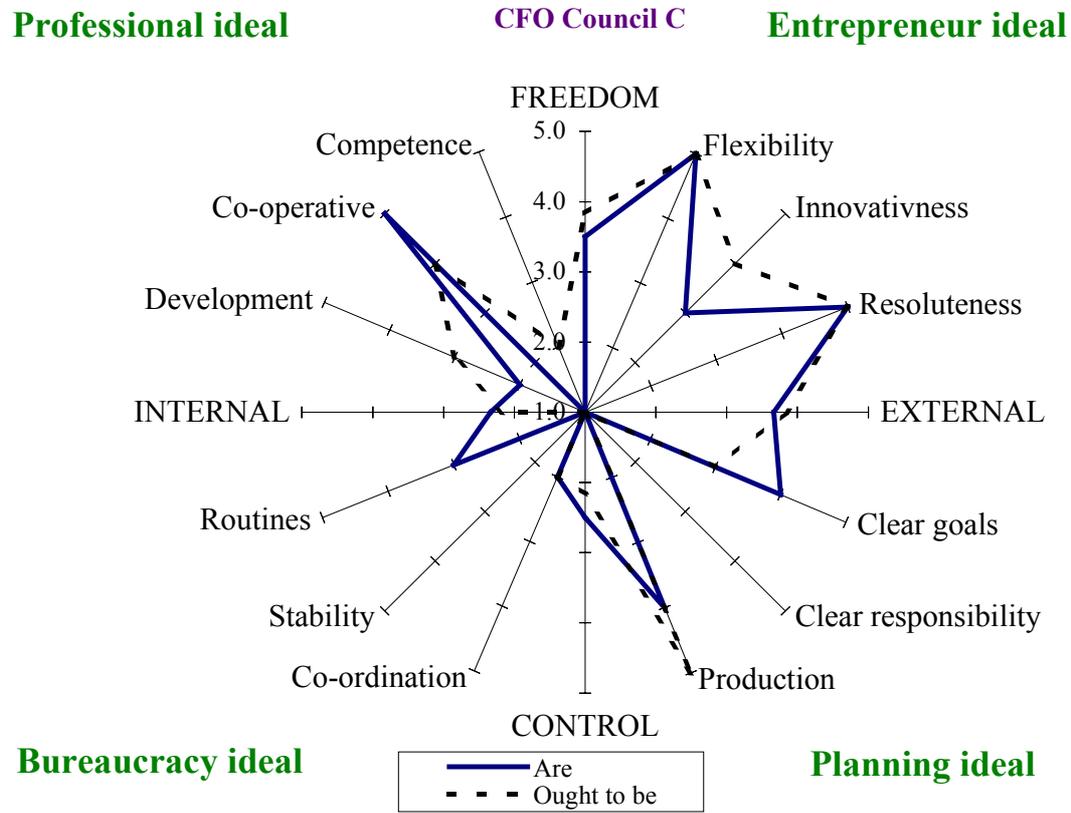


Figure 4 shows the results for Council C, where the existing conditions fit more congruently with desired values.

Figure 4 – Value set for CFO at Council C.



Figures 5, 6 and 7 paint an interesting picture the perceptions of CFOs compared to how others in an organisation may view the same context from a different set of personal values or from a separate vantage point. Figure 5 shows the value sets for the CFO at Council D. There is a strong desire to shift characteristics towards ones that embody flexibility, co-operativeness, clear goals and clear responsibility. In contrast, figures 6 and 7 show the value sets of staff who work closely with the CFO, in positions one level up and one level down. We have this data because at three councils. We ended up, through their interest, in interviewing other officers who had a string interest in the financial functions.

Figure 5 – Value set for CFO at Council D.

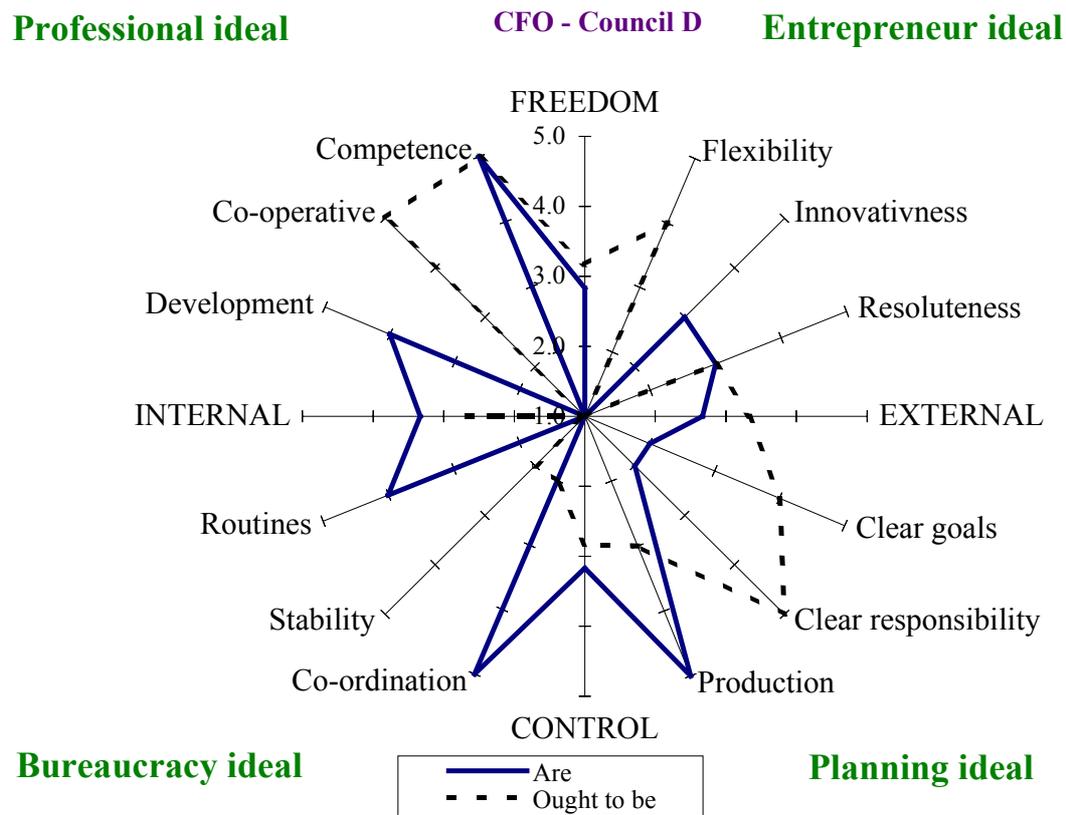


Figure 6 shows the value set for one level below CFO at Council D. As for the CFO it shows a desire for more co-operativeness, bur indicates a desire for characteristics that offer more of the entrepreneurial ideal. On the whole, both the CFO and the subordinate share have reasonable agreement about where the organisation is presently, particularly with respect to routines, development, competence and production.

Figure 6 – Value set for one level below CFO at Council D.

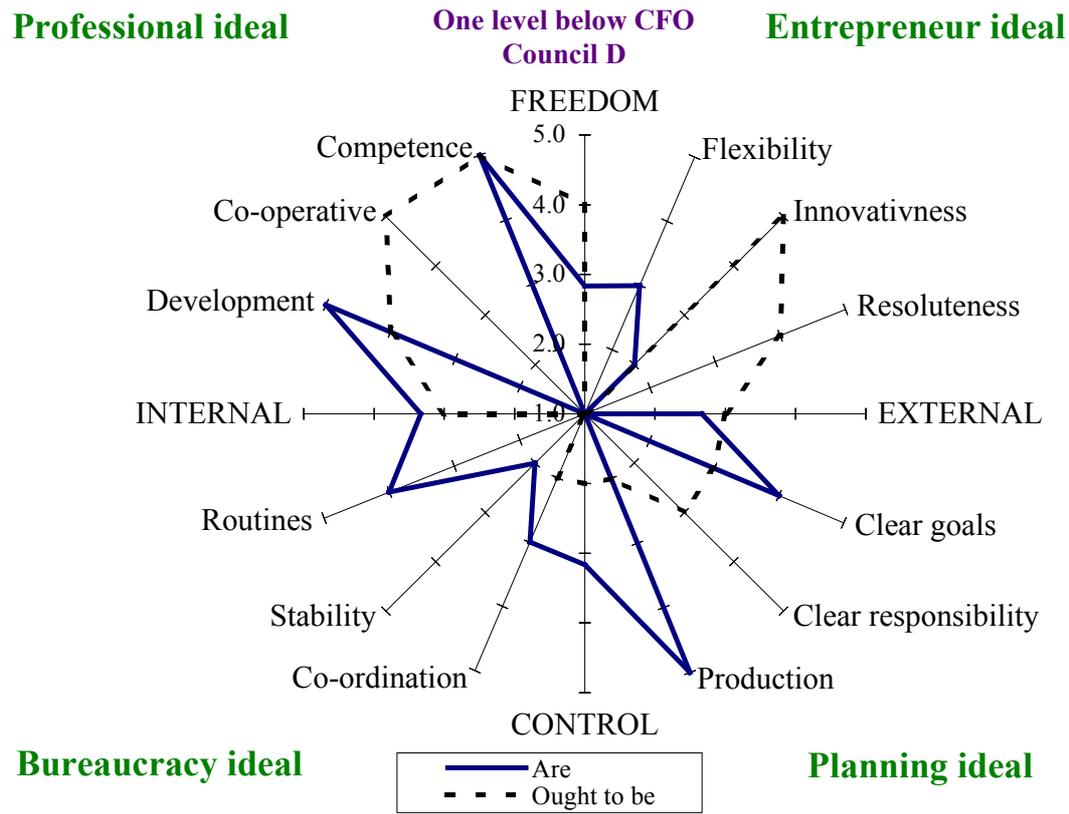
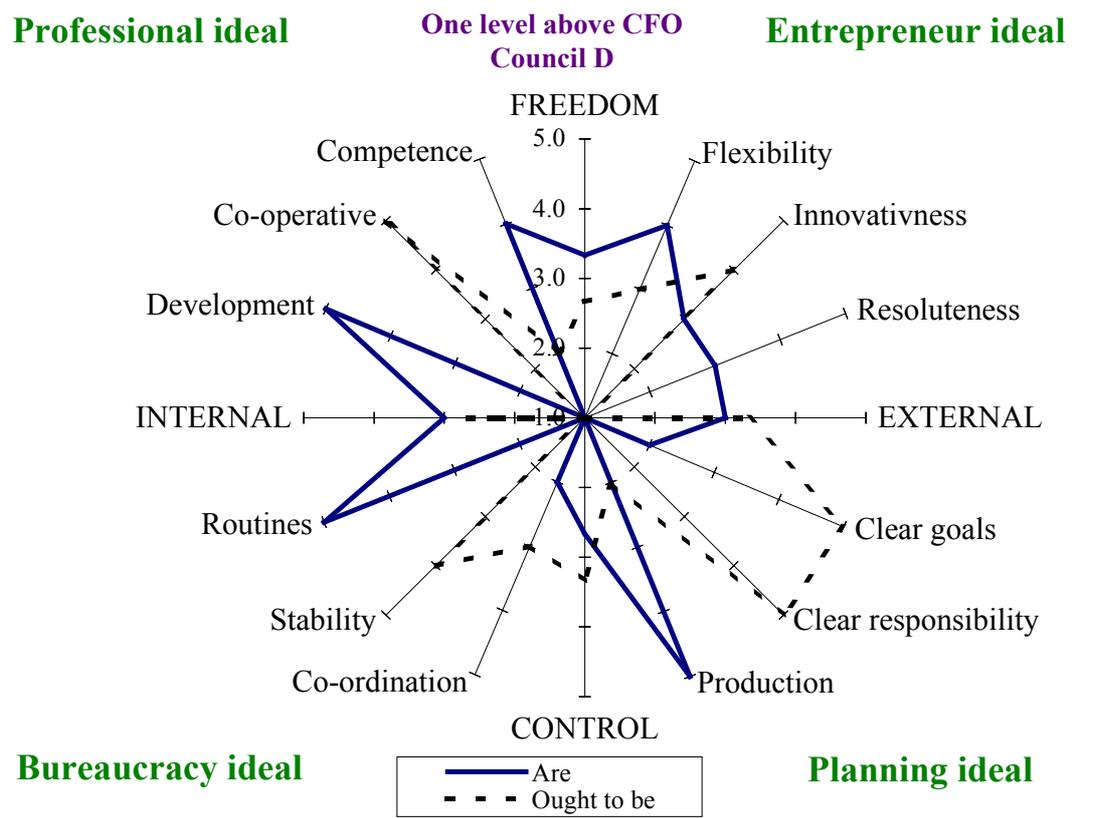


Figure 7 shows the value set for one level above the CFO at Council D. Like the CFO it shows a desire for clearer goals and responsibility. On the whole, the belief in extant values surrounding characteristics of the entrepreneurial ideal are not shared by either the CFO or their subordinate, although the subordinate and super ordinate share the same belief that more emphasis need be placed on innovation.

Figure 7 – Value set for one level above CFO at Council D.



FURTHER RESEARCH AND CONCLUSIONS

The reforms that Olson et al (1998) call New Public Finance Management (NPFM) has doubtlessly been introduced much earlier into the Swedish municipal sector. In Sweden, company-like accounting models were being used on a large scale already in the beginning of the 1980s, in Australia this happened much later. On the other hand, other elements of NPM such as compulsory competitive tendering and best value have received a much warmer welcome in Australia (at least in Victoria) than in Sweden. That NPM has had a much more dramatic effect on the nature of the public sector in Australia than in Sweden has much to do with the existence of many different ideologies, political wills and culturally dependent response patterns.

The role of accountants in both countries is as financial gatekeepers. Therefore on the surface a fairly sensible hypothesis would see CFOs as having had a significant influence in how the current form of local government management arose. However our study would suggest that the relative influence of ACFOs and SCFOs on the local government models differs significantly. In Sweden CFOs have much more to say in matters of strategy than they have in Australia, something which has an important explanation in the different relationship the two groups have to CEO's and politicians. What has actually happened is that accountants in Swedish municipalities have counteracted the success of economism – rather than promoted it – by using their planning and control systems and accounting vocabularies to construct boundaries for the extent and speed of NPM changes. Furthermore, the influence of the position on CFO in Sweden is greatly amplified by a strong, purposeful and powerful collegial network that embodies strength, unity and authority.

Whilst this study was able to compare Australian experiences with Sweden on the first two questions – what CFOs do and how they do it, we only have information on value sets, which CFOs in Australia consider as appropriate for effective performance management in that context. The deviation of value sets expressed by individual CFOs from the averages calls out for further research to both test the figures and provide an explanation.

On average, CFOs believe that organisational effectiveness in performance management would seem to require a shift of current practice more towards entrepreneurial and bureaucratic ideals. Yet this shift in organisational ideals is not consistent between each individual council, and nor are the characteristics prioritised within each ideal the same. We need to questions whether different perspectives mean that individual councils are entering different phases of change or consolidation, or is it more a matter of personal values and experiences than institutional context which driving perceptions?

In addition to work to verify and explain the findings of this exploratory research, a longitudinal study could be conducted to see whether the value sets change as the State Government's reforms 'bed-down'. Will there be a shift of desired planning ideals back towards a bureaucratic ideal once a sense of direction has been established and there is a track record of production (performance)? It would be useful to examine the value sets of CFOs in Sweden, and see if any connection can be drawn between those and the take-up of elements in the NPFM.

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APPENDIX 1 - INTERVIEWGUIDE (INTERVJUGUIDE) CFOS

Purpose:

- **What, How, Whom, Way, When**
Syfte; Vad, Hur, Vem, Varför, När
- *An overview with stressing what a CFO does and how he/she does it and with whom.*
Dvs en översiktlig kartläggning med betoning på vad en ekonomichef gör och hur han/hon gör det.

Questions:

1. Tell us about your career

- **Your education**
- **Critical incidents**
- **Motives for pathways taken**
- **Thoughts of a better job**
- Kritiska händelser?
- Drivkrafter?
- Finns det bättre jobb?

2. How would you describe your current position, role and functions to a group of accounting students?

Hur beskriver du det jobb du har idag för en student vid Högskolan

3. Do you find it as a good position? Why/why not?

Är det ett bra jobb – Varför

4. Would you recommend becoming a CFO to your children?

Drivkrafter kinder jobb?

5. Let us talk about the last week.

- **What did you do?**
- **Who was there?**
- **What was you part in it?**
- **Was it a good activity?**
- **Was it a normal week?**

Låt oss gå igenom vad du gjorde förra veckan

- Vad gjorde du?
- Vem var där?
- Vilken var din roll i sammanhanget?
- Var det en lyckad aktivitet?
- Var det en normal vecka? Hur då?

6. How would you debate about the future of local government and the CFOs role?

Det finns en debatt om ekonomer. Hur ser du på den?

7. Can you as CFO declare your own opinion publicly?

- **In what case?**
- **How fare can you go?**
- **Debate articles?**

Får man som ekonomichef ha åsikter

- I vilket sammanhang?
- Hur långt får man gå?
- Debattartiklar?

8. Performance management: To BE an effective organisation?

Issue :

How would you rate what the Council's characteristics **SHOULD BE?**

Task:

Rank the following characteristics in terms of how you think the council as an organisation **OUGHT TO BE** positioned.

- Give **5** points to the **three** characteristics you think should **best** fit or describe the organisation
- Give **1** points to the **three** characteristics you think should **least** or describe the organisation
- For the **remaining 6** characteristics, give **two** characteristics **2** points, give **two** characteristics **4** points, and finally the remaining **two** characteristics 3 points

Summary:

- **Three** characteristics **5** points
- **Three** characteristics **1** point
- **Two** characteristics **4** points
- **Two** characteristics **2** points
- **Two** characteristics **3** points

Characteristics (*insert* points):

Good at co-ordination	_____
Good routines	_____
Stability	_____
Flexible	_____
Innovativeness	_____
Resolute/fast problem solving	_____
Clear goals	_____
Clear responsibility	_____
Focused on output	_____
High co-operativeness	_____
Developing (professionally)	_____
Competent/qualified colleagues	_____

9. Performance management: An effective organisation?

Issue:

How would you rate the Council's characteristics **NOW**?

Task:

Rank the following characteristics in terms of how you think the council as an organisation is positioned **NOW**.

- Give **5** points to the **three** characteristics you think **best** fit or describe the organisation currently
- Give **1** points to the **three** characteristics you think **least** or describe the organisation currently
- For the **remaining 6** characteristics, give **two** characteristics **2** points, give **two** characteristics **4** points, and finally the remaining **two** characteristics **3** points

Summary:

- **Three** characteristics **5** points
- **Three** characteristics **1** point
- **Two** characteristics **4** points
- **Two** characteristics **2** points
- **Two** characteristics **3** points

Characteristics (*insert* points):

Good at co-ordination	_____
Good routines	_____
Stability	_____
Flexible	_____
Innovativeness	_____
Resolute/fast problem solving	_____
Clear goals	_____
Clear responsibility	_____
Focused on output	_____
High co-operativeness	_____
Developing (professionally)	_____
Competent/qualified colleagues	_____