

**James R. Thompson**

College of Urban Planning and Public Affairs  
University of Illinois - Chicago  
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**ACADEMIC POSITIONS**

Associate Professor and Head, Department of Public Administration  
University of Illinois – Chicago, 10/08 – present

Associate Professor and Interim Head, Department of Public Administration  
University of Illinois – Chicago, 8/07 – 10/08

Assistant/Associate Professor of Public Administration  
University of Illinois-Chicago, 9/96 – present

**EDUCATION/DEGREES RECEIVED**

**Ph.D. in Public Administration**, Maxwell School of Citizenship and Public Affairs, Syracuse University, 1996

**Masters in Public Administration**, State University of New York at Albany, 1976

**B.A. History**, Swarthmore College, 1973

**HONORS AND AWARDS**

2006. Section on Personnel Administration and Labor Relations of the American Society for Public Administration. Best Article in *Review of Public Personnel Administration* for 2005 for “Nonstandard Work Arrangements in the Public Sector: Trends and Issues.” (with Sharon Mastracci)

2004. Federal Midwest Human Resources Council. Champion of Human Capital Award for Outstanding Support of Innovation in Federal Human Resources.

2002. Section on Personnel Administration and Labor Relations of the American Society for Public Administration. Best Article in *Review of Public Personnel Administration* for 2001 for “The Civil Service Under Clinton: The Institutional Consequences of Disaggregation.”

## HONORS AND AWARDS (continued)

2001. American Society of Public Administration. William E. and Frederick C. Mosher Award for best article by an academician in *Public Administration Review* for 2000 for “Reinvention as Reform: Assessing the National Performance Review.”

2001. The Greater Chicago Chapter of the American Society of Public Administration. Faculty Member of the Year Award.

1996. American Society of Public Administration. William E. and Frederick C. Mosher Award for best article by an academician in *Public Administration Review* for 1995 for “Political/Career Relationships: Where Are We Now in the Federal Government,” (with Patricia W. Ingraham and Elliot Eisenberg).

## RESEARCH/TEACHING INTERESTS

**Human Resources Management:** civil service reform, performance appraisal in public organizations, compensation strategies, skill-based pay systems.

**Public Management/Organization Theory:** public management reform; change in public organizations; the organizational politics of change.

**Information Technology:** the management of information technology in government organizations, use of the internet for service delivery.

## REFEREED PUBLICATIONS

Thompson, J. “Toward ‘Flexible Uniformity’?: Civil Service Reform, ‘Big Government Conservatism,’ and the Promise of the Intelligence Community Model.” *Review of Public Personnel Administration*. Vol. 30. Pp. 423-444.

Mastracci, S. and J. Thompson. “Who are the Contingent Workers in the Federal Government?” *American Review of Public Administration*. Vol. 39. pp. 352–373. 2008.

Thompson, J. “Personnel Demonstration Projects and Human Resource Management Innovation.” *Review of Public Personnel Administration*. Vol. 28. No. 3. pp. 240-262. 2008.

Thompson, J. and S. Mastracci. “The Blended Workforce: Alternative Federal Models.” *Public Personnel Management*. Vol. 37. No. 3. Pp. 363-380. 2008.

Thompson, J. “Federal Labor-Management Relations Reforms Under Bush: Enlightened Management or Quest for Control?” *Review of Public Personnel Management*. Vol. 27. No. 2. pp. 105-124. 2007.

Mastracci, S. and J. Thompson. "Flexibilized Employment in the Public Sector: Surprising Similarities and Important Differences between the US and UK." *International Journal of Public Administration*. Vol. 30. No. 5. pp. 541-557. 2007

Thompson, J. "The Federal Civil Service: Demise of an Institution." *Public Administration Review*. Vol. 66. No. 4. pp. 496-503. 2006

Rainey, H. and J. Thompson. "Leadership and Transformation of a Major Institution: Charles Rossotti at the U.S. Internal Revenue Service." *Public Administration Review*. Vol. 66. No. 4. pp. 596-604. 2006

Mastracci, S. and J. Thompson. "Nonstandard Work Arrangements in the Public Sector: Trends and Issues." *Review of Public Personnel Administration*, Vol. 25, No. 4, pp. 299-324. 2005

Thompson, J. and S. Fulla. "Effecting Change in a Reform Context: The National Performance Review and the Contingencies of Micro-level Reform Implementation." *Public Performance and Management Review*, Vol. 25, No. 2, pp. 155-175. 2001.

Thompson, J. and F. Thompson. "The Management Reform Agenda, 2001-2010: A Report to the PriceWaterhouseCoopers Endowment for the Business of Government." *International Public Management Journal*, Vol. 4, No. 2, pp. 151-172. 2001.

Thompson, J. "The Clinton Reforms and the Administrative Ascendancy of Congress." *American Review of Public Administration*, Vol. 31, No. 3, pp. 249-272. 2001.

Thompson, J. "The Civil Service Under Clinton: The Institutional Consequences of Disaggregation." *Review of Public Personnel Administration*, Vol. 21, No. 2, pp. 508-521. 2001.

Thompson, J. "Reinvention as Reform: Assessing the National Performance Review." *Public Administration Review*, Vol. 60, No. 6, pp. 87-113. 2000.

Thompson, J. "The Dual Potentialities of Performance Measurement: The Case of the Social Security Administration." *Public Productivity and Management Review*, Vol. 23, No. 3, pp. 267-281, 2000.

Thompson, J. "The Reinvention Laboratories: Strategic Change by Indirection." *The American Review of Public Administration*, Vol. 30, No. 1, pp. 46-68. 2000.

Thompson, J. and C. LeHew. "Skill-based Pay as an Organizational Innovation." *Review of Public Personnel Administration*, Vol. 20, No. 1, pp. 20-40. 2000.

Thompson, J. "Devising Administrative Reform That Works: The Example of the Reinvention Lab Program." *Public Administration Review*, Vol. 59, No. 4, pp. 283-292. 1999.

Thompson, J. and R. Sanders. "Strategies for Reinventing Federal Agencies: Gardening vs. Engineering." *Public Productivity and Management Review*, Vol. 21, No. 2. pp. 137-155. 1997.

Thompson, J. and P. Ingraham. "The Reinvention Game." *Public Administration Review*, Vol. 56, No. 3, pp. 291-298. 1996.

Ingraham, P., E. Eisenberg, and J. Thompson. "Political Management Strategies and Political/Career Relationships: Where Are We Now in the Federal Government?" *Public Administration Review*, Vol. 55, No. 3, pp. 263-272. 1995.

Thompson, J. and V. Jones. "Reinventing the Federal Government: The Role of Theory in Reform Implementation." *The American Review of Public Administration*, Vol. 25, No. 2, pp. 183-199. 1995.

## **CHAPTERS IN BOOKS**

Thompson, J. and R. Seidner. "Paybanding and Pay-for-Performance: What Have We Learned from the Federal Demonstration Projects?" In H. Sistare and T. Buss (Eds.) *Innovations in Human Capital Management*. Armonk, NY: M.E. Sharpe. Forthcoming.

Seidner, R. and J. Thompson. "Building Relationships to Fix the Federal Talent Pipeline." In H. Sistare and T. Buss (Eds.) *Innovations in Human Capital Management*. Armonk, NY: M.E. Sharpe. Forthcoming.

Mastracci, S. and J. Thompson. "An Agency-Level Look at Alternative Working Arrangements in the Federal Government." In H. Sistare and T. Buss (Eds.) *Innovations in Human Capital Management*. Armonk, NY: M.E. Sharpe. Forthcoming.

Thompson, J. and R. Seidner. "Human Resource Management in the Federal Government During a Time of Change." In S. Hays, R. Kearney, and J. Cogburn (Eds.) *Public Personnel Administration: Problems and Prospects*." Englewood Cliffs, NY: Prentice-Hall. Forthcoming.

Federal Labor-Management Relations Reforms Under Bush: Enlightened Management or Political Retribution? *American Public Service: Radical Reform and the Merit System* (J. Bowman and J. West, eds.) New York: Taylor and Francis Group. 2008.

Thompson, J. "The United States: Staff Participation in Administrative Reform 1993-2004." *Staff Participation and Public Management Reform: Some International Comparisons* (D. Farnham, A. Hondeghem and S. Horton, eds.) London: Palgrave. 2005..

Thompson, J. and S. Mastracci. "Towards a More Flexible Public Workforce: Issues and Implications." *Handbook of Human Resource Management in Government*. (Stephen E. Condrey, ed.) San Francisco: Jossey-Bass. 2005.

Thompson, J. and H. Rainey. "Modernizing Human Resource Management in the Federal Government: The IRS Model." *Human Capital 2004*. (Jonathan D. Breul and Nicole Willenz Gardner, eds.). Lanham, MD: Rowman & Littlefield Publishers, Inc. 2004.

Thompson, J. "Labor-Management Relations and Partnerships: Were They Reinvented?" *Handbook of Public Administration* (B. Guy Peters and Jon Pierre, eds.) London: Sage Publications. 2003.

Thompson, J. "Quasi Markets and Strategic Change in Public Organizations." *Advancing Public Management: New Developments in Theory, Methods, and Practice*. (Jeffrey Brudney, Laurence O'Toole, Hal Rainey, eds.) Washington: Georgetown University Press. 2000.

Thompson, J. and R. Cachares. "Human Resource Flexibilities in the United States." *Human Resources Flexibilities in the Public Services: International Perspectives*. (David Farnham and Sylvia Horton, eds.) London: MacMillan Press LTD. 2000.

Thompson, J. "Ferment on the Front Lines: Devising New Modes of Organizing." *Transforming Government: Lessons From the Reinvention Laboratories* (Patricia Ingraham, James Thompson, Ronald Sanders, eds.) Jossey-Bass Publishers. 1998.

Thompson, J. and R. Sanders. "Reinventing Public Agencies: Bottom-up Versus Top-Down Strategies." *Transforming Government: Lessons From the Reinvention Laboratories* (Patricia Ingraham, James Thompson, Ronald Sanders, eds.) Jossey-Bass Publishers. 1998.

Thompson, J. "Models of Strategic Change in Public Organizations." *The White House and the Blue House: Government Reform in the United States and Korea*. (Yong Hyo Cho and H. George Frederickson, eds.) Lanham: University Press of America. 1997.

Thompson, J. and P. Ingraham. "Organizational Redesign in the Public Sector: Theory and Reality." *The State of Public Management* (Donald Kettl and Brinton Milward, eds.) Johns Hopkins University Press. 1996.

Ingraham, P. and J. Thompson. "The Civil Service Reform Act of 1978 and Its Progeny: The Promise and the Dilemma." *Public Personnel Administration: Problems and Prospects*, 3rd edition. (Steven W. Hays and Richard C. Kearney, eds.) 1994.

## BOOKS

Coeditor (with Patricia Ingraham, Ronald Sanders) of *Transforming Government: Lessons from the Reinvention Laboratories*. Jossey-Bass Publishers. 1998.

## OTHER PUBLICATIONS

Thompson, J. and R. Seidner. *Federated Human Resource Management in the Federal Government: the Intelligence Community Model*. 2009.

Thompson, J. *Designing and Implementing Performance-Oriented Payband Systems*. Washington: IBM Endowment for the Business of Government. 2007.

Thompson, J. *Training Supervisors to be Leaders: A Missing Element in Efforts to Improve Federal Performance*. Washington: Partnership for Public Service. 2007.

Thompson, J. and S. Mastracci. *The Blended Workforce: Maximizing Agility Through Nonstandard Work Arrangements*. (with Sharon Mastracci). IBM Endowment for the Business of Government. 2005.

Thompson, J. and H. Rainey. *Modernizing Human Resource Management in the Federal Government: The IRS Model*. IBM Endowment for the Business of Government. 2003

"Reversing Reinvention." *Government Executive*. Vol. 35, No. 7 (June 2003).

Blankenship, V. and J. Thompson. *Modernizing Lake County Government: Action Plan*. Commissioned by Lake County, Illinois. 2000.

"Taxing Transformation." *Government Executive*. Vol. 32, No. 12 (December 2000)

"The Continuing Chronicles of Government Reinvention, Reform, Restructuring..." (Book Review). *Public Productivity and Management Review*. Vol. 23, No. 2 (December 1999).

"Experiments in Excellence." *Government Executive*. Vol. 31, No. 7 (July 1999).

“Whither (or Wither) Reinvention?” (Book Review) *Journal of Public Administration Research and Theory*. Vol. 7, No. 2 (April 1997).

“Beyond Reinvention.” *Government Executive*. Vol. 29, No. 4 (April 1997).

“Service Error.” *Government Executive*. Vol. 28, No. 9 (September 1996).

“The Reinvention Revolution.” *Government Executive*. Vol. 28, No. 5 (May 1996).

“Rogue Workers and Change Agents.” *Government Executive*. Vol. 28, No. 4 (April 1996).

“Laboratories of Reinvention.” (with Ronald Sanders) *Government Executive*. Vol. 28, No. 3 (March 1996).

“Eureka?” *Government Executive*. Vol. 27, No. 6 (June 1995).

“Joe Versus the Bureaucracy.” *Government Executive*. Vol. 27, No. 9 (October 1995).

## **PROFESSIONAL PAPERS**

Thompson, J. and H. Rainey. “Organizational Transformation, Logics of Action and the IRS, 1998-2007.” Presented at the 9<sup>th</sup> Annual Public Management Research Conference., Tucson, AZ 2007.

Thompson, J. “Staff Participation in Administrative Reform: The United States Experience 1993-2004.” Presented at the conference on Staff Participation and Public Management Reform. Instituut Voor De Overheid, Catholic University of Leuven, Belgium. 2004.

Thompson, J. “Large-scale Change in Three Federal Agencies: Institutional Alignment as a Precondition for Post-bureaucratic Reform.” Presented at at the 63<sup>rd</sup> National Conference of the American Society for Public Administration, Phoenix, AZ. 2002

Thompson, J. and C. LeHew. “The Application of Social Science Research and Theory to Practical Administrative and Managerial Problems: The Case of Skill-based Pay.” Presented at the Annual Conference of the American Society for Public Administration, San Diego, April, 2000.

Thompson, J. “The Dual Potentialities of Performance Measurement: The Case of the Social Security Administration.” Presented at the Annual Conference of the American Society for Public Administration, Orlando, April, 1999.

Thompson, J. "NPR and the Dilemma of Reinvention." Presented at the Annual Meeting of the National Association of Schools of Public Affairs and Administration, Boise, October, 1998.

"Thompson, J. Quasi-Markets and Strategic Change in Public Organizations." Presented at the Fourth National Public Management Research Conference, Athens, GA. November 1997.

Thompson, J. "Innovative Teaching Methods for Public Administration." Presented at the Annual Conference of the American Society for Public Administration, Philadelphia, June, 1997.

Thompson, J. "Models of Strategic Change in Public Organizations" presented at the ASPA/KAPA Joint Symposium on Governmental Reform in the United States and Korea, San Francisco, February, 1997.

Thompson, J. and R. Sanders. "Reinventing Federal Agencies: Gardening or Engineering?" Paper presented at the Annual Conference of the American Society for Public Administration, Atlanta, GA, July, 1996.

Thompson, J. and P. Ingraham. "Organizational Politics and Change in the Federal Reinvention Laboratories." Paper presented at the Annual Research Conference, Association for Public Policy Analysis and Management, Washington, DC, November 1995.

Thompson, J., P. Ingraham, and R. Sanders. "Implementing Change in the Federal Government: Two Models." Paper presented at the Annual Research Conference, Association for Public Policy Analysis and Management, Chicago, October 1994.

Thompson, J. and V. Jones. "Reinventing Government: The Role of Theory in Reform Implementation." Paper presented at the Midwest Political Science Association Annual Meeting, Chicago, 1994.

Thompson, J. and P. Ingraham. "Organizational Redesign in the Public Sector: Theory and Reality." Paper presented at the National Public Management Research Conference, Madison, Wisconsin, October 1993.

Ingraham, P., E. Eisenberg, and J. Thompson. "Political Management Strategies and Political/Career Relationships: Where Are We Now in the Federal Government?" Paper presented at the Annual Meeting of the American Political Science Association, Washington, DC, September 1993.

## **SERVICE**

Director of Graduate Studies, Graduate Program in Public Administration,  
University of Illinois, Chicago. 2002-2004.

Editorial Board, Public Administration Review, 2002-present.

Editorial Board, Public Performance and Management Review, 2002-present.

Editorial Board, Review of Public Personnel Administration, 2002-present.

## **RESEARCH/CONTRACT FUNDING**

Co-Principal Investigator (with Sharon Mastracci), IBM Endowment for the  
Business of Government Research Grant on “Flexibilizing the Federal  
Workforce.” 2004. \$15,000

Co-Principal Investigator (with Hal Rainey), IBM Endowment for the Business of  
Government Research Grant on “Modernizing Human Resource Management in  
the Federal Government: The IRS Model.” 2002, \$15,000.

Co-Principal Investigator (with Fred Thompson), PricewaterhouseCoopers  
Endowment for the Business of Government Research Grant to employ a Delphi  
Inquiry System to analyze the future direction of administrative reform in the  
U.S., 1999; \$15,000

Principal Investigator, University of Illinois Campus Research Board Grant to  
develop and conduct a preliminary assessment of a survey instrument to be used  
as part of an investigation into innovation and change at the Internal Revenue  
Service, 2000; \$4,896.

Co-Principal Investigator (with L. Vaughn Blankenship), Contract with Lake  
County, Illinois for a report on the structure of Lake County Government, 2000;  
\$25,000

## **COURSES TAUGHT**

Qualitative Research Methods in Public Administration  
Change and Reform in Public Organizations  
Public Personnel Management  
Management of Information Technology in Government  
Bureaucracy and the Policy Process  
Human Resource Development and Management  
Comparative Public Service Reform  
Online Public Administration

## **PROFESSIONAL POSITIONS**

Management/Program Analyst (part-time), Office of Strategic Human Resources,  
U.S. Internal Revenue Service, March – December 2001

Assistant to the County Executive, Monroe County, N.Y., 1988-1991

Clerk of the Legislature/Chief of Staff, Monroe County Legislature, 1981-1987

Administrative Analyst, Senior Administrative Analyst, Office of Management  
and Budget, City of Rochester, N.Y. 1977-1980.

## **TRAINING**

Instructor, Chicago Federal Executive Board, Fall Forum on Opportunities and  
Challenges in Implementing the President's Human Resources Agenda. 2005.

Instructor, City of West Chicago, Illinois. Training in conducting performance  
appraisals. 2003

Instructor, Federal Railroad Retirement Board. Presentation on transformational  
change in public agencies. 2003.

Instructor, "The Promise and Challenges of Performance Measurement." Session  
for State of Illinois officials sponsored by the Office of Governor George Ryan.  
April 1999.

Instructor, Illinois Municipal League, Leadership Enhancement and Development  
Program and The Leadership Forum. 1997-2006.

Instructor, Executive Seminar Series in Public Management and Police  
Leadership for District Commanders in the Chicago Police Department, 1998,  
1999.

Instructor, Brookings Institution, Government Technology Leadership Institute, Washington, DC. December 2-3, 1997.

## **CONSULTANCIES**

Consultant, Internal Revenue Service. Report on the Use of Human Resource Flexibilities provided the IRS in the IRS Restructuring and Reform Act of 1998. 2001.

Consultant, Office of the Chancellor, Syracuse University; design and administration of a 360° feedback instrument for top administrators (with Patricia Ingraham) 1993

Consultant, Pension and Welfare Benefits Administration, U.S. Department of Labor; design and administration of a 360° feedback instrument for managers and first-line supervisors, (with Patricia Ingraham) 1994 and 1995.