Regulating ‘Village Life’ In Central Government
Christopher Hood, Colin Scott, Oliver James, George Jones, and Tony Travers
in Regulation Inside Government: Waste-Watchers, Quality Police, and Sleazebusters

Examines the practices of regulation over central government. It starts from the observation that control based on mutuality has traditionally been of central importance and assesses the extent to which recent initiatives have been introduced more by way of oversight, and control through competition and contrived randomness. The chapter concludes that though the Whitehall has not been so sharply affected by processes of re-regulation as other sectors examined in the study, such as schools and prisons, nonetheless it has not been immune from such reforms.

Regulating the Regulators: Policies for Reform
Christopher Hood, Colin Scott, Oliver James, George Jones, and Tony Travers
in Regulation Inside Government: Waste-Watchers, Quality Police, and Sleazebusters

Examines the overall pattern of different forms of control – oversight, mutuality, competition and contrived randomness – and suggests that each could be used more effectively to secure public objectives in regulation inside government. The regulators themselves appear not to apply the principles they apply in regulating to themselves. It is notable that there is little attempt to work out the costs to the public sector bodies of being regulated, and weak evidence of principles of competition and oversight, applied so assiduously to the regulatees,
being applied to the regulators. The search for some consistency in approach offers a possible avenue for reform.

Doing Public Management the Egalitarian Way
Christopher Hood

In The Art of the State: Culture, Rhetoric, and Public Management

In the four chapters of Part II, public management ideas that loosely correspond to each of the four polar world views identified by cultural theory are discussed; here the cultural-theory framework is mixed with a historical perspective to survey recurring approaches to public management that can be loosely characterized as hierarchist (Ch. 4), individualist (Ch. 5), egalitarian (this chapter), and fatalist (Ch. 7). Like individualism and hierarchism, egalitarianism embodies a particular vision of control of public management both within organizations and by the society at large, and that approach to organization can be linked to a broader vision of good government that takes groupism rather than bossism, choicism, or chancism as the point of departure or central organizing principle for co-operative behaviour. The egalitarian approach to organization involves at least three closely interrelated elements: these are group self-management, control by mutuality, and maximum face-to-face accountability. A fourth idea often associated with egalitarianism is the view that the process by which decisions are reached in an organization or group is just as important, if not more so, than the results or outcomes in a narrow sense—i.e. the achievement of the substantive policy goals of egalitarians is not held to be more important than reaching the process goal of decision-making through high-participation weak-leadership structures. The main sections are: What Egalitarians Believe; The Managerial Critique of Egalitarianism; and Varieties of Egalitarianism.

Beyond Devolution: From Subsidiarily to Mutuality
Marc Landy and Steven M. Teles

in The Federal Vision: Legitimacy and Levels of Governance in the United States and the European Union

Beyond Devolution: From Subsidiarily to Mutuality
Marc Landy and Steven M. Teles

in The Federal Vision: Legitimacy and Levels of Governance in the United States and the European Union
In this chapter, Landy and Teles take a strong normative stance in favour of decentralization. They echo a point made on economic grounds by Scharpf in Ch. 13, namely, that the role at the federal level should be to allow states to function better as a democracy; this they call ‘the principle of mutuality’. Accordingly, ‘It should be the obligation of each level of government as it participates in joint decision-making to foster the legitimacy and capacity of the other. Local government contributes to central government by taking the brunt of the burden of citizen-demands and of providing a coherent and properly constrained voice for citizen grievances. To do so adequately, it must be both responsive and capable. Central government has the responsibility to facilitate and encourage the ability of lower-level governments to act as sites for deliberation and administration’. This leads Landy and Teles to stress the ways in which European Union powers need to be increased precisely and only to the extent to which this facilitative role is called for. In the end, they can see only classic indirect accountability as the way of enhancing the democratic legitimacy of the EU: ‘The EU needs democratic legitimacy, but that legitimacy should derive from its ability to protect the possibility for democratic government in its Member States, not from the largely fruitless mission of democratizing itself’.

Conclusion: The Federal Vision Beyond the Federal State
Kalypso Nicolaidis

in The Federal Vision: Legitimacy and Levels of Governance in the United States and the European Union

Published in print: 2001 Published Online: November 2003
Item type: chapter

Fleshes out some of the common horizontal themes emerging from the book, and presents the broad elements of federal vision that have been discussed. The vision calls for five concurrent shifts in understanding what matters about federal contracts, each central to fashioning a ‘federal’ response to the challenge of legitimacy. In particular, it is suggested how the notion of ‘subsidiarity’ as commonly understood—that political decisions should be made and policies conducted at the lowest, or most appropriate, level—should be fine-tuned, reinterpreted, or even relabelled. The five shifts that are discussed in the different sections of the conclusion are: from allocative outcomes to the process of change—legitimacy and flexibility; from distributed to shared competences—networked cooperation, proportionality, and changing forms of governance; from separation of powers to power checks—governance structures, procedural subsidiarity, and the safeguards of federalism;
from power containment to empowerment—proactive subsidiarity, managed competition, and mutuality; and from multi-level (hierarchical) to multi-centred governance and horizontal subsidiarity. The concluding section looks towards a model of global subsidiarity.

Mutuality and Reciprocity in the Psychological Contracts of Temporary and Permanent Workers
Kerstin Isaksson, Francisco J. Gracia, Amparo Caballer, and José María Peiró

in Employment Contracts, Psychological Contracts, and Employee Well-Being: An International Study

One of the distinctive features of this study is the opportunity to compare the responses of employers and employees. The aim of this chapter is to determine the level of agreement about the content and fulfilment of the psychological contract. A second aim is to determine whether higher levels of agreement are associated with more positive outcomes. The results reveal relatively modest levels of agreement about promises made, agreement being somewhat higher with respect to permanent rather than temporary workers. With respect to fulfilment of promises, there is a fair degree of reciprocity with both parties tending to report moderate fulfilment. Higher levels of agreement about promises made and fulfilled are not strongly associated with more positive outcomes; rather it is the measure of fairness that is more important in determining outcomes. This raises questions about the role of mutuality in the exchange at the heart of the psychological contract.

Accountability and Democracy
Craig T. Borowiak

Situated at the intersection of democratic theory and international studies, Accountability and Democracy provides an in-depth critical analysis of the concept “democratic accountability.” The book proceeds with separate chapters on accountability as found in the U.S. Ratification debates, agency theory, ancient Athenian democracy, theories of deliberative democracy, capitalist markets, and cosmopolitan democracy. Through an engagement with these different traditions
and contexts, the book paints a picture of democratic accountability as a multidimensional concept harboring competing imperatives and diverse instantiations. It both engages conventional electoral models of accountability and moves beyond them by situating democratic accountability within more deliberative, participatory and agonistic contexts. Contrary to dominant views that emphasize discipline and control, the book describes democratic accountability as a source of mutuality, community, and political transformation. The book also challenges deep-seated understandings of democratic accountability as an expression of popular sovereignty. It instead argues that accountable governance is incompatible with all claims to ultimate authority, regardless of whether they refer to the demos, the state, or cosmopolitan public law. Rather than conceiving of democratic accountability as a way to legitimize a secure and sovereign political order, the book contends that destabilization and democratic insurgence are indispensable and often neglected facets of democratic accountability practices.

Work and Employment Relations in the Smaller Component Subcontractors: Distinctive Pressures and Contrasting Trajectories

Tony Elger and Chris Smith

in Assembling Work: Remaking Factory Regimes in Japanese Multinationals in Britain

Published in print: 2005 Published Online: September 2007
Publisher: Oxford University Press
DOI: 10.1093/acprof:oso/9780199241514.003.0008
Item type: chapter

This chapter analyses the evolution of management policies and work and employment relations in two smaller Japanese sub-contractors. Both firms were tightly constrained by customer-supplier relations, possessed limited managerial resources to support innovative production and employment policies, and faced problems in the recruitment, retention, and control of labour. Such circumstances prompted a selective and opportunistic adoption and adaptation of parent company management techniques, characterized in one case by the substantial autonomy of local management, but in the other by a fractious process of conflict within management. Japanese-inspired employment practices were less evident than a resort to the familiar tactics of labour regulation in other small enterprises, mixing elements of paternalism, formalization, informal mutuality, insecurity, and threat. The chapter addresses similarities and differences between the two factories in both management micropolitics and employment relations, linking these to
distinctive subsidiary mandates, ownership structures, and relations with customers and competitors.

The Perfect Marriage
M. Whitney Kelting

in Heroic Wives Rituals, Stories and the Virtues of Jain Wifehood

This chapter examines the ideal Jain marriage, that of the sati Maynasundari and King Sripal; this pair shares a companionate marriage centered around mutuality and the shared performance of Jain rituals. In order to have an ideal marriage, one must be a religious wife (dharmapati) who also serves as a role model for her husband. Mayna performs a fast, which heals her husband's leprosy. After this Mayna and Sripal dedicate their lives to the performance of Jain worship. Their story provides a charter both for the quintessential fast for marital happiness—the popular Navpad Oli fast—and for worship of the siddhacakra, which reenacts the ideal moment in the ideal marriage when they are patrons of Jain worship and blesses the couple that performs it with an ideal marriage. Contemporary Jain women perform these rituals in hopes of simultaneously creating and displaying their own ideal marriages.

Love's Venture
M. Jamie Ferreira

in Love's Grateful Striving: A Commentary on Kierkegaard's Works of Love

The three deliberations opening the second series emphasize our “being-for-others” – our effort to build them up by presupposing love in them. This means believing in them and hoping for them, which require imagination and courage to take a risk. These exemplify the way in which love does to you as you do to others – a kind of “like-for-like” or mutuality.
Love's Asymmetry
M. Jamie Ferreira

in Love's Grateful Striving: A Commentary on Kierkegaard's Works of Love
Published in print: 2001 Published Online: November 2003
Item type: chapter

Love of the dead is a heuristic model of the unselfish love that demands no reciprocity. It bears on the love of the living insofar as an acknowledgment of asymmetry is implied (1) in the notion of love as “infinite debt” and (2) in the suggestion that love should not rise and fall with contingent change in the other. The complex relations between asymmetry and equality are explored, with reference to Levinas. Asymmetry does not preclude mutuality and responsiveness in relation.

The Grammar Of Practice
Judith Lieu

in Christian Identity in the Jewish and Graeco-Roman World
Published in print: 2004 Published Online: July 2005
Item type: chapter

Bourdieu’s concept of Habitus provides a framework for understanding the nexus of practice and belief in early Judaism and how a shared set of practices and world-view can encompass multiple interpretations. From this perspective, we can explore how self-understandings in so-called early Christian writings both overlap with each other and with Jewish patterns and differentiate themselves from them. A language of mutuality was particularly important in Christian writings, which often emphasize practice more than belief. Although these distinguish themselves from Jews and ‘pagans’, many of their values were shared in common, and perhaps lived out in cooperation more than conflict.

Relationships and Communication Between Caregivers and Patients
Leslie R. Martin, Kelly B. Haskard-Zolnierek, and M. Robin DiMatteo

in Health Behavior Change and Treatment Adherence: Evidence-based Guidelines for Improving Healthcare
Published in print: 2009 Published Online: February 2010
Publisher: Oxford University Press
DOI: 10.1093/01991602818.003.0005
This chapter reviews four basic models for understanding the patient–practitioner relationship: paternalistic, expert, consumerist, and mutual. While some aspects of communication are well-predicted by factors such as patient age and socioeconomic status, other elements are highly individualized within each dyad. The quality and content of communication is influenced by many factors, including the physical environment (e.g., light, toys, plants) in which the communication occurs, aspects of the verbalizations (e.g., open-ended questions, interruptions, jargon), and nonverbal factors (e.g., facial expressions, posture, body movements). Both verbal and nonverbal channels are used to communicate distress, pain, and the desire for active partnership in the healthcare process, as well as to convey empathy.

Mutualities and Obligations: Changing Social Relationships in Early Modern England

KEITH WRIGHTSON

in Proceedings of the British Academy, Volume 139, 2005 Lectures

Published in print: 2007 Published Online: January 2012
Publisher: British Academy DOI: 10.5871/bacad/9780197263945.003.0007
Item type: chapter

This chapter discusses a theme for a variety of relationships of mutuality and obligation in early modern England. Relationships of mutual obligation are discussed, and are described as being ‘the most fundamental of all the bonds in medieval society’. Sometime between the sixteenth and the eighteenth centuries however, these bonds went through a fundamental change, via a process of erosion and dissolution. The chapter examines these processes of change, concluding with an attempt to characterise the overall process of change.

Formal and informal co-operative credit

Sean O'Connell

in Credit and Community: Working-Class Debt in the UK since 1880

Published in print: 2009 Published Online: January 2009
Publisher: Oxford University Press DOI: 10.1093/acprof:oso/9780199263318.003.0007
Item type: chapter

This chapter first examines co-operative retailers. Co-operative ideologues viewed credit as unthrifty, putting a brake on its provision.
However, mutuality clubs (which resembled check trading) operated between 1923 and 1968 and equalled the Provident's turnover in the 1950s. But many consumers preferred the Provident check's portability. Less successful were the co-operative movement's post-war experiments with mail order. Though championed by critics of Provident, the co-operative movement's credit policies were socially exclusive. Members had to have funds in their co-operative society before accessing instalment facilities. A cocktail of altruistic and instrumental motives led to unauthorized lending of co-operative books between neighbours. Working-class agency was also evident in credit rotation societies (ROSCAs). Their gendered use in ‘traditional’ working-class communities is narrated, as it that in Afro-Caribbean and Asian immigrants (where they were frequently a response to financial exclusion). Social connectedness within ROSCAs proved powerful, but they too were socially exclusive.

Healthy Agency and Its Behavioral Tendencies
Lawrence C. Becker

in Habilitation, Health, and Agency: A Framework for Basic Justice
Published in print: 2012 Published Online: September 2012
DOI: 10.1093/acprof:oso/9780199917549.003.0008
Item type: chapter

This chapter shows how the functional abilities and motivation of basically healthy agents are concerned with the subject matter of justice.

Healthy Agency and the Norms of Basic Justice
Lawrence C. Becker

in Habilitation, Health, and Agency: A Framework for Basic Justice
Published in print: 2012 Published Online: September 2012
DOI: 10.1093/acprof:oso/9780199917549.003.0009
Item type: chapter

Chapter 8 shows how the elements of basically healthy agency run parallel to and can be represented as norms of basic justice.
This chapter discusses the new substantive principles of international development law with specific reference to: (1) parties (and the rights and privileges of different parties to the development process); (2) fundamental law principles of mutuality, the duty to cooperate, equitable participation in development, and transparency; (3) establishing legal norms (contextual and absolute); (4) a taxonomy of international development law (absolute norms, globalized laws, and relative norms); and (5) the institutional framework for international development is discussed in terms of enforcing legal norms. The chapter provides a new, researched template of analysis in which to structure the legal study of international development. It sets forth the merits of establishing a World Bank Capital Transfer Appellate Board. The chapter proposes that capital transfers (as part of the development process) be subject to an adjudicatory process of review, thereby creating a new substantive body of public international law.

A Transgenerational Difference Principle
Daniel Attas

Can Rawls's theory provide a framework for assessing obligations to future generations? Extending the veil of ignorance so that participants in the original position do not know to which generation they belong appears to fail in this endeavour. Earlier generations cannot improve their situation by ‘cooperating’ with later generations. Such circumstances, lacking mutuality, leave no room for an agreement or contract. Nevertheless, the original position can be reconstructed so as to model relations of mutuality between generations even if these are absent from the real world. This chapter assesses earlier attempts to do
this and provides a rationale for viewing the just savings principle as a clause in the full formulation of the difference principle.

Economic Skepticism
Aaron James

in Fairness in Practice: A Social Contract for a Global Economy

Published in print: 2012 Published Online: May Publisher: Oxford University Press
2012 DOI: 10.1093/
Item type: chapter

This chapter challenges economic skepticism about whether the idea of fairness applies in international trade. It argues that the standard economic case for free trade is consistent with, and even implicitly assumes, the significance of domestic or international distribution. It also argues that the case for free trade cannot ultimately be unilateral. Given a fundamental problem of assurance, the global economy essentially depends on an international practice of mutual market reliance that offers assurances of sufficient benefit from trade.