

## Editor's Notes

This issue of the *PJPA* features six articles dealing with bureaucratic change. Such change can be prompted by developments in the external environment. Three articles describe the transformation of the bureaucracy in this manner. The first article by Proserpina Domingo Tapales analyzes the implied outcome of the implementation of the Local Government Code of 1991. It provides the local government units ample powers, authority, responsibility, and resources to function with limited national government supervision. The greater autonomy bestowed on the local government units will redefine national-local relations which have been rooted on centralism since the Malolos Constitution.

The role and response of the bureaucracy to the attempt of the legislative at governmental reorganization is analyzed by Honorata F. Apolonio in the next article. She presents a case study which does not only show the intricacies of formulating a public policy particularly on reorganization but also shows some lessons relevant in any administrative reform effort.

The impact of regime change on civil administration in Bangladesh is analyzed by Muhammad A. Hakim. He shows how the civil administration was militarized under a military government and reveals that Zia's and Ershad's efforts for reforms did not bring about any substantial change in the administration.

The three other articles present the strategies to consciously introduce change within the bureaucracy. Amelia P. Varela's "Personnel Management Reform: The Strategy of Professionalization" focuses on the activities adopted by the Civil Service Commission toward the professionalization of the civil service. The strategy according to her is a multi-activity and multi-pronged systems approach designed to instill a deep sense of commitment and accountability to public service among government officials.

Conflict management in organizations is the area of concern of William W. Bostock and Robin A. Haig. Although the authors see conflict as functional, more often than not, it is seen as dysfunctional. However, they view conflict management as a matter which can be influenced by a combination of organizational, psychological, and cultural factors.

Arie Halachmi reviews the inherent inconsistencies of performance appraisal based on the accomplishments of an employee or a team of employees. He proposes to replace said method with performance targeting. It shifts the focus from documenting and evaluating an employee's work to assessing the partnership between a subordinate and a supervisor.

Lastly, this issue features the review made by Hilda C. Hamoy on the book *OIKOS: The Two Faces of Organization* written by Leonardo B. Silos.