INDEX

A

Accountability: bureaucratic, 585–587; challenging to administrative, 20; designing governance for, 639–641; direct public participation and, 141–142; frameworks of, 139; infrastructure for, 74; issues in, 73–75; monitoring contract-vendor performance, 227–228; origins of, 38; performance budgeting and, 403, 408–409; performance measurement for, 328; principle and origins of, 138–140; public participation and, 139, 150–151; in public policy areas, 132–133; transparency and, 125–127, 130–132, 134–135. See also Transparency

Acquisition, 218–219

Acton, Lord, 14

Ad hoc program evaluations, 330–331

Adams, G., 587

Adarand v. Pena, 377

“Administration without Borders” (Koppel), 55

Administrative Dispute Resolution Act (ADRA), 509, 510

Administrative evil, 587

Administrative Procedure Act (APA), 40, 58, 84, 140, 509

Administrative skills: being effective collaborators, 488, 528, 545; collective leadership as, 489–490, 506–507; communication skills, 488, 546–547, 562–563; compensating public employees,

Administrative State, The (Waldo), 1

Advisory Commission on Intergovernmental Relations, 86

Affordable Care Act, 8, 10, 24, 33, 79, 83, 86, 89, 210, 215, 338, 546–547, 548, 553, 558

Agency for International Development v. Alliance for Open Society International, 85

Agent theory of corruption, 102–103

Ahn, M.J., 126, 162

Aidt, T.S., 427

Alford, J., 237, 240, 243, 244

Alliances. See Collaborative governance

Alter, K., 261

American Insurance Association v. Garamendi, 80, 85

American Political Science Association, 89

American Public Relations Association, 561

American Recovery and Reinvestment Act (ARRA), 207, 209, 212, 213

American Society for Public Administration (ASPA), 584, 600, 606, 611–612

Americans with Disabilities Act, 205

AmericaSpeaks, 146, 147

AMERON v. US Army Corps of Engineers, 94

Amsler, L.B., 488, 508–527, 645

Analyzer strategies, 278

Ancona, D., 496, 502, 503

Andrews, R., 284, 285, 286, 287, 290, 291, 378

Ansell, C., 500, 502, 503

Anti-Lobbying Act, 175, 176

Appleby, P., 633

Aristigueta, M.P., 488, 564–577, 646

Armed Services Procurement Act, 84

Armenakis, A.A., 392, 393, 394

Articles of Confederation, 77

Ashforth, B.E., 99

Association of American Railroads v. US Department of Transportation, 81

Atkin, C.K., 547

Audiences: direct appeals to, 553; faulty assumptions about, 551–552; hard-to-reach, 555–556; knowing, 559; targeting specific, 552–553; using marketing concepts with, 553–555

Audits: of organizational finances, 114; program evaluations following, 344

Austin, J.E., 254
Index

Authority: to bargain in negotiations, 513–514; collective leadership and decentralized, 496–497; considering limits and jurisdiction of, 78–81; US executive, 85–86

B

Backman, E., 496
Bad apples theory, 102, 106–107
Balazs, K., 392, 393
Baldacci, E., 11
Baldwin, J., 591
Balfour, D., 587
Barebis,, 127
Bargaining: on grant requirements, 210–211; hard, 519, 524–525, 526; identifying individual with authority for, 513–514; integrative, 539
Bargaining zone (BZ), 517
Barro, R.J., 431
Basel Committee, 58, 62, 66
Bashir, S., 98
BATNA (best alternatives to negotiated agreements): defined, 512; knowing each party’s, 515–516, 517, 520, 525
Battalina, J., 392, 396
Bauer, A., 244
Bauer, M., 57
Becker, J.A., 74, 137–151, 641
Behavior: accountability of leader’s, 111–112; changing with communication skills, 548; collective leadership, 503–506; identifying dynamics in negotiations, 520–521; regulating government employees’, 113–114; setting standards with codes of ethics, 600–605; skills of effective collaborators, 530, 531–537
Behn, R.D., 139
Bélanger, F., 444
Berger, C.R., 547
Berman, E., 606
Berman v. Parker, 79
Bernier, L., 258
Berry, J., 174
Bielefeld, W., 155, 251–269, 639, 642
Bingham, L.B., 540
Blake, S., 372
Blame avoidance, 127
Blenkinsopp, J., 129
Block grants, 200, 201, 203
Boost4Kids, 265
Borins, S., 257, 287
Boschken, H.L., 287
Bouchaert, G., 12, 19
Boundaries: erosion of administrative, 19; managing in collaborations, 297, 300–302; public laws delineating governance, 81; transcending with collective leadership, 504–505
Bovaird, T., 154, 235–250, 638
Bovens, M., 125
Bovey, W.H., 386–387
Bowman, J.S., 474–475
Bozeman, B., 87, 279
Brennan, W., 623–624, 632
Breit Schneider, S., 126, 162, 458
Brett, J., 514
Bretton Woods, 57
Brewer, G., 193
Brewer, G.A., 285
Brewer, M.B., 565
Breyer, S., 631
Bribes, 101
Briggs, X., 265
Brookes, S., 506
Brown, M., 590
Brown, S., 521
Brown, T.L., 154, 215–234, 638
Brudney, J.L., 237
Bryson, J.M., 2, 38–54, 498, 499, 502, 503, 504, 639
Budgeting and fiscal administration: implications for performance budgeting design, 411–414; improving revenue system adequacy and stability, 431–434; justifying budgets with performance measurement data, 328–329; overview, 399–400, 403–404, 414–415. See also Financial resources; Performance budgeting
Buell, R.W., 128
Bureaucracies: auditing organizational finances, 114; corruption and patronage in, 97–101; meritocratic recruitment and, 110; professionalizing, 109–111; qualities of information provided by, 121, 122–123; transparency and citizens’ perception of, 127–130
Burke, W.W., 386, 392
Burnout, 362–363
Bush, G.W., administration of, 8, 13, 80, 84, 94, 230, 405, 618
Buss, T.F., 491
Campbell Collaboration, 336
Campos, A., 452
Cardona, F., 474
Career anchors, 572
Career Orientation Inventory, 572
Caron, R., 548
Cartel organizations, 65
Carter administration, 13, 204
Casciaro, T., 392, 396
Ceballus, R., 625–626
Center for Creative Leadership, 529, 544
Center for Performance Measurement (ICMA), 313, 318
Centers for Disease Control, 337
CGI Federal, 215
Chaleef, I., 592, 593
Challenge.gov website, 450
Chandler, R., 144
Chang, A-M., 247, 447
Change: based on alignment to strategic stance, 287–288; communication skills needed for, 548; dealing with, 570–571; effective governance and, 642; flux in public administration, 6–7; nonprofit practices for social, 497–498; psychological reaction to, 384, 386–388; seen in U.S. intergovernmental landscape, 23–24; since World War II, 19. See also Resistance to change
Chevreau, F., 389
Chief Financial Officers Act, 336
Chohan, S.N., 98
Choi, 521
Choi, S., 378
Choi, Y., 530
Christensen, R.K., 580, 636–649
Index

Chun, Y.H., 632
Cibler, B., 3
Citizen-driven government, 15
Citizens: effect of corruption on, 101, 102, 103–104; errors of attribution and assessment by, 128; expectations of government, 21, 457; governmental transparency to, 120–121, 124, 127–130, 133–134; government’s accountability for rights of, 617–619; holding governments accountable, 112–113; increased digital literacy of, 459; initiating corrupt actions, 100; involving in public administrations, 238–239; participation by, 141–150; protecting from government surveillance, 93; public laws recognizing rights of, 91–92; rating agency’s performance effectiveness, 317–319; regulatory agency contact with constituent groups, 176; relationships with government, 123–124; role in coproduction, 235–236, 243, 245–246
Citizen’s Jury process, 148
City councils: contacting members and managers of, 166, 167; good communications with, 171; liaisons with, 166; maintaining partisan balance with, 160–161; preparing testimony for, 173
City-County Communications and Marketing Association, 561
City of Norfolk, 206, 207
City of Ontario v. Quon, 93
City of Rancho Palos Verdes v. Abrams, 88
Civil Rights Act, 88
Civil servants. See Employees; Public service motivation
Civil Service Code of Ethics (Poland), 604
Civil Service Code (United Kingdom), 603
Civil service reforms, 100
Clean Air Act, 84, 205
Clinton administration, 13, 82
Clinton v. Jones, 620, 621
Coalition for Evidence Based-Policy, 336
Coch, L., 384
Code of Ethics for Civil Service (Macedonia), 604
Code of Ethics of Public Servants (Czech Republic), 604
Codelivery of services. See Coproduction
Codes of ethics: ASPA, 606, 611–612; ICMA, 174, 313, 600, 606, 608, 611; implementing, 607–608, 609–610; measuring effectiveness of, 605–606; OECD, 613–614; overview, 580, 598–600, 614–615; setting standards of behavior with, 600–605
Cognitive biases in negotiations, 517–518
Cognitive capacity, 133
Cognitive style, 572
Cohen, H., 519
Collaboration: boundaries in organizational, 297, 300–302; building knowledge base with, 299–300; building stakeholder support in, 298, 307–309; CI initiatives vs., 265–267; collective leadership and, 491–492, 502–503; cooperation within intergovernmental systems in U.S., 32–34; coproduction vs., 236; defined, 41; developing collaborative mind-set, 530, 538; e-government promotion of, 450–452; effectively managing, 272; on grant requirements, 210–211; handling deliberations in, 298, 305–307; international uses of, 294–295; need for, 297, 298–300; public-private partnerships vs., 41; sharing and, 299, 530, 538; studies on individuals in, 529–530; view of public service in shared-power world, 491–492; working with constraints in, 42–46, 298, 302–305. See also Effective collaborators; Managing collaborations; Negotiations

Collaborative governance: applied to US intergovernmental systems, 27; defining terms in, 40–42; difficulties in cross-sector collaborations, 44–45; effect of governmental policy and structures in, 48–50; environmental dynamics in, 38–40, 53–54; environmental implications in, 51–53; governmental mandates for, 42–43; illustrated, 40; interrelated processes and structures in, 47–48; nongovernmental standard-setting bodies, 58–59; potential effectiveness for, 52–53; preexisting relationships in, 50; tensions within, 50–51; transnational governance among nations, 58–59; using windows of opportunity in, 45–46. See also Collaboration Collective impact (CI), 265–266

Collective leadership: activities embodying, 500–502; attributes of, 503–506; capabilities needed for, 498–499; collaborative practices and, 491–492, 502–503; decentralized authority and, 496–497; defined, 489; distributed leadership roles, 500; emergence of, 505–506; enacting inside organizations, 495–497; examples of, 499–502;
nonprofit practices for social change in, 497–498; overview, 488, 489–490, 506–507, 639; processes and structures enacting, 501–502; relational practice of leadership, 495–496; research studies in, 492–495; shared power and, 491–492; shifts in governance and, 490–491

Color of information, 122

Comcast v. Federal Communications Commission, 80

Communications: appealing directly to audience, 553; applying knowledge about media to, 556–559; challenges in, 559–560; changing attitudes and behavior with, 548; communication professionals for, 560–561; ethics for, 562; faulty assumptions about audiences, 551–552; for hard-to-reach audiences, 555–556; marketing concepts used in, 553–555; multidirectional model of, 560; needed for collaborators, 530, 538–539; overview, 488, 546–547, 562–563; responding to bad news, 561–562; targeting specific audiences, 552–553; understanding direction of, 548–551. See also Audiences; Information and communications technologies; Social media

Communities: dealing with global, 6; participating in multisector public benefit entrepreneurship, 264–267. See also Global governance; Local governments

Community Development Block Grant (CDBG), 200, 207, 208

Comparative public administration (CPA), 63–64

Compensating public employees: challenges in, 481–482; context for, 470–472; GS system practices, 472–473, 483; merit pay reforms for, 474–475; nonmonetary rewards, 482–483; overview, 401, 469–470, 484–485; pay adjustments recommended to Congress, 472; pay bands, 475; performance-based compensation, 473–475; public vs. private wages, 475–478; retirement benefits, 478–481, 482; strategies for managers and policymakers, 482–484; US model of compensation, 472–481

Competitive tendering, 14–15

Completeness of information, 122

Conant, J.S., 291

Conflict management, 539–540
Index

Congressional Research Service, 163, 230
Consciousness, 503
Conservation Reserve Program (CRP), 182–184, 186
Considine, M., 188
Consortiums. See Collaborative governance
Contracts: about, 217–218; alternative service arrangements vs., 231–232; amounts spent in, 217; carrying out federal, 84–85; controversy of healthcare.gov website, 215, 216; defining effective contracting, 217; developing effective contracts, 216, 217, 219, 223–226; for goods and services, 219; government and contractor relations in, 229–231; implementing and executing, 219, 226–227; incentives in, 228–229; institutional influences on, 220; make-or-buy decisions preceding, 219, 221–223; market types for, 220–221; monitoring vendor performance in, 227–228; necessity of, 216; overview, 215–217, 233–234; pricing of, 225; protect mechanisms in, 224–225; terms describing, 218–219; values shaping, 220; in variable and difficult environments, 232–233
Convention on the Trade in International and Endangered Species, 60
Conventional public participation, 142–143, 145, 150
Cook, F.L., 129, 133
Cooper, P.J., 73–74, 77–96, 640, 647
Coproduction: benefits of, 237; characteristics of people using, 243; collaboration and partnerships vs., 236; cost of services with, 244–245; defined, 154, 235–236; effective practices for, 246–247; forms of, 240–241; impact on user and outcomes, 243–244; implementing, 247; level of, 241–243; mobilizing citizen participation in, 245–246; motivations for, 243; overview, 235–238, 249–250; potential for, 247–249; self-organizing activities vs., 236–237; theories of, 238–240
Corporate social responsibility (CSR), 262–263
Corporations: L3C, 263; laws governing structure of, 47; social entrepreneurship used by, 262–264
Correctional Services Corporation v. Malesko, 91
Corruption: auditing organizational finances, 114; bad apples theory of, 102, 106–107; cultural norms and views on, 98; defined, 97, 99–100;
Index

democratic theory of, 102, 103–104; extent of political, 100–101; external control mechanisms and, 109; governance and, 99; identifying, 101; impact of professional bureaucracies on, 109–111; overview, 97–99, 118–119; political institutions and, 108–109; preventing, 98; principal-agent theory of, 102–103; role of macroeconomic arrangements in, 107–108; social constructivism, 102, 104–106; strategies for reducing, 111–118; symptoms of, 97–98; theories of, 101–107; transparency and reducing, 29, 131; types of, 102; US gift ban laws, 104, 105

Costs: contract transaction, 221–222; evaluating program cost-effectiveness, 346–347; of services with coproduction, 244–245; tax collection, 427

Coursey, D., 444
Couzens, M., 559
Cox, T.H., 372
Cradle to Career Network, 267
Critical thinking by public managers, 178
Crosby, B.C., 2, 3, 38–54, 498, 499, 502, 503, 504, 639
Crosby, N., 148
Cross-sector collaborations: administering with public law, 90–91; assessing potential effectiveness for, 52–53; developing trust within, 44, 48; difficulties in, 44–45; environmental dynamics in, 38–40, 53–54; internal dissension within, 49–50; sector failures in, 44. See also Collaborative governance
Crowdsourcing, 450–451
Cullen, J., 588, 589

Cultures: context for negotiations across, 514–515; supporting governmental transparency, 117–118; views on corruption, 98. See also Diversity; Global governance
Cummings, G., 160
Customer-driven government: about, 15

D
D-leadership, 496–497
Dacin, M.T., 264
Dacin, P.A., 264
Daft, R.L., 41
Dari-Mattiacci, G., 619
Dasan Call Center (Seoul), 131
Data: collecting performance measurement, 316–320; manipulating performance budgeting, 413–414; Obama administration’s use of data analytics, 337; problems measuring performance with, 329–330; providing and analyzing,
Data (continued)
321–322, 325–327. See also Outcomes
Daughbjerg, C., 185–186
Davies, T., 144
Davis-Bacon Act, 207, 210
Day-Brite Lighting v. Missouri, 79
D.C. Summits, 146–147
De Fine Licht, J., 132
Decentralized authority, 496–497
Decision making: in administrative collaborations, 305–307; applying theories on to diversity, 371–372; discretionary powers of public managers, 599; within U.S. intergovernmental system, 26
Defender strategies, 277, 282
Delbecq, A.L., 387
Deliberative polling, 149–150
Deming, W.E., 313, 643
Democracy: democratic theory of corruption, 102, 103–104; effect of corruption on citizens, 102, 103–104; macroeconomic factors in corruption among, 107–108; manager responsiveness to, 646–647
Denhardt, R.B., 488, 564–577, 646
Department of Revenue of Kentucky v. Davis, 91
Diamond, J.B., 505
Diamond, P.A., 426, 430
Dickinson, J., 78
Dickinson, L., 631–632
Diefenbach, F. E., 257
Diminished Democracy (Skocpol), 141
Direct public participation, 141–142
Diversity: applying information and decision-making theory to, 371–372; collective leadership practices and, 502; managing organizational, 373–376; overview, 272, 366–367, 381; representative bureaucracy as framework for, 372; research on, 376–381; social categorization and similarity-attraction theories of, 369–371; strategic case for inclusion and, 372–373; understanding
organizational, 367–368
Documenting grant administration, 207–208
Doern, G.B., 185
Doernberg, D.L., 619
Doherty, B., 260–261
Dolan v. Tigard, 79
Downs, A., 550
Downward communications, 549
Drivers in collaboration, 42–46
D’Souza, A., 97–98
Dubnick, M., 138
Duke, M., 470
E
e-government: developing, 446–448; evolution of, 443–446, 447; input theories for, 438–439; mobile technologies for, 448–450; output theories of, 439, 440–442; overview, 400, 436–437, 455; process theories for, 439, 440; promoting collaborative government via, 450–452; as research focus, 442–443; social
media facilitating, 452, 465–466; success of, 453–455; theoretical approaches to, 437–443
e-Government Act, 463
Economic Opportunity Act, 238–239
Economy. See Costs; Budgeting and fiscal administration; Revenue systems; Financial resources
Effective collaborators: communication and interpersonal skills, 530, 538–539; developing collaborative mind-set, 530, 538; emotional competence framework for, 541–544; group process skills and conflict management, 539–540; overview, 488, 528, 545; sharing as skill for, 530, 538; skill set for, 530, 531–537; strategic leadership by, 540–541; studies on, 529–530; substantive and technical knowledge of, 541
Effective relations with legislatures: context for developing, 159–162; developing personal relations with legislators, 161; flexibility and sensitivity in, 174–175; influence of legislative structure on, 159–160; knowing organized and regulated interests, 175–177; legislative service bureaus, 169–170; maintaining good communications, 170–172; managing inquiries and replies, 167–169; overview, 157–159, 179, 644–645; partisanship and, 160–161; preparing testimony for legislative branches, 172–173; protocols for contact, 166–167; role of public managers in, 177–179; technology and communications and, 162; working with legislative staff, 158, 163–166
Effectiveness (continued)  
Performance measurement  
Efficiency indicators, 316  
Ege, J., 57  
Eggers, W.D., 258  
Eisenhower administration, 13  
Elmore, R., 28  
Emerson, K., 531–537  
Emotional intelligence, 542–543, 569–570  
Employees:  
compensating public, 401, 469–470, 471–472, 484–485; employing corrupt practices, 100; getting buy-in for performance budgeting, 414, 415; harnessing motivation of, 363–365; immunity in privatized administrative roles, 629–632; job satisfaction and perception of performance of, 378; liabilities of contracted, 631; motivating public sector, 353–354; overcoming resistance to change, 392–396; performance-based compensation for public, 473–475; regulating behavior of, 113–114; resistance to change in, 383, 384–386; retirement benefits for, 478–481, 482; rewards for, 482–483; rights of free speech for, 624–626; social media use by, 466; US model of compensation for, 472–481. See also Compensation, public employees; Motivation  
England, R.E., 237  
English Child Support Agency and Prison Service, 127  
Entrepreneurship:  
Environmental-level sources of resistance, 387, 391–392  
EO (entrepreneurial orientation). See Entrepreneurship  
Equal Employment Opportunity Executive Order, 205  
Equity of taxes, 420–421  
Ethics: administrative evil and, 587; bureaucratic accountability and, 585–587; city manager’s, 174; communication, 562; consequences of ethical climate, 588–591, 610, 612; empowering contractors to use lethal force, 233; facilitating, 587–588; followers and embrace of, 591–594; implications of consistent, 594–596; importance of neutrality in, 586; overview, 579–580, 583–585, 597; public managers’ impact on, 647–648; reinforcing with public law, 90. See
also Codes of ethics; Corruption

Ethiopian Chamber of Commerce and Sectorial Associations (ECCSA), 304

Ethiopian Public Private Consultative Forum (EPPCF), 303–304

Euclid v. Ambler, 79


Executive branch:
authority in US, 85–86; distribution of grants by, 202; need for partisan balance with legislatures, 160–161; recommending pay adjustments to Congress, 472; role of legislative liaison to, 158; streamlining grant process, 204, 205–206; Supreme Court checks on power of, 617–618; tension between legislative and, 157–160

Executive direct action, 85–86

Executives:
accountability of chief, 114; corruption of, 98; grand corruption of, 100–101, 114. See also Managers

External communications, 550–551

External environment:
assessing implications in governance, 51–53; defined, 41–42; differing perspectives within, 43; driving and constraining collaboration, 42–46; effect of governmental policy and institutional structures in, 48–50; governmental mandates for collaboration, 42–43; influence on collaborative processes and structures, 47–48; preexisting relationships in, 50; prior relationships or existing networks in, 44; sector failure within, 44; tensions within, 50–51

Facebook, 459, 460, 461, 556

Failures: effect of sector, 44

Farm Service Agency, 184

Federal Acquisition Regulation (FAR), 220, 224, 228

Federal Awardee Performance Integrity Information System, 206

Federal Communication Commission, 80

Federal Communicators Network, 561
Index

Federal Emergency Management Agency (FEMA), 583

Federal Employee Viewpoint Survey, 382

Federal Employees’ Pay Comparability Act (FEPCA), 472, 476–477

Federal Executive Institute, 544

Federal Labor Agency (Germany), 257

Federal Property and Administrative Services Act, 84

Federalist, The (Madison, Hamilton, and Jay), 77, 634

Feldman, D.C., 387

Feldstein, M.S., 424, 430

Fernandez, S., 272–273, 382–397, 642

Fesler, J.W., 6

Filarovsky v. Delia, 91

Financial Accounting Standards Board, 313

Financial resources: administering grants, 208–211; amounts spent in contracts, 217; auditing organizational finances, 114; avoiding errors in performance budgeting, 411–414; cost of services with coproduction, 244–245; debt use by governments, 431–432; economy as factor in corruption, 107–108; effect of corruption on economy, 98, 101, 102, 103–104; establishing administrative spending reforms, 16–17; evaluating transaction costs of contracts, 221–222; financial accountability of officials, 139; international interdependence of financial markets, 5–6; performance measurement data for budget justifications, 328–329; rising fiscal stress, 10–11; setting standards for banking governance, 62–63; size of grant-in-aid system, 198–199; tax collection costs, 427; using intergovernmental transfers, 432–433.

See also

Performance budgeting

Financial Stability Board, 57

Fine, H., 81, 594

Fisher, R., 521, 523

Fishkin, J., 149

Flat taxes, 424, 425–426

Fletcher, J.K., 495–496, 502, 503, 505

“Florida Has a Right to Know” legislation, 131

Foldy, E.G., 488, 489–507, 646

Follett, M.P., 539

Followership, 591–594

Food and Drug Administration v. Brown & Williamson Tobacco Corp., 80

For-profit organizations: CEO compensation in, 470; entrepreneurship orientation of, 254–255. See also Corporations; Organizations

Ford Foundation, 258

Ford, J.D., 387, 388

Forest Stewardship Council, 59

Forester, J., 306

Fort Gratiot Landfill v. Michigan Department of...
Index

Natural Resources, 80
Fountain, J.E., 134, 439
FourSquare, 460
Frederickson, 81, 238
Free exercise of religion, 623
Freedom of information acts (FOIAs), 123, 140
Freeman, J., 387, 390, 391
French, J.R.P., 384
Freund, E., 78, 84
Friedrich, C., 81, 594
Frontiero v. Richardson, 83
Fu, T., 548
Fukuyama, F., 109
Future of Public Administration
Around the World, The (O’Leary, Van Slyke, and Kim), 56

G
G20 meetings, 57
Gaebler, T., 313, 336
Game theory, 27–28, 30, 32, 35
Garcetti v. Ceballus, 625–626
Gardner, W., 565
Garnett, J., 488, 546–563, 642, 645
Garoupa, N., 619
Gash, A., 500, 502, 503
General Schedule (GS) system practices, 472–473, 483
General Services Administration (GSA), 458, 463
Georges, B., 490
Gerard, C., 530, 531
Gerring, J., 100–101
Getha-Taylor, H., 531–537
Gifts: as indication of corruption, 97–98; US laws banning, 104, 105
Gilman, S., 594
Gilmour, R., 633
Global governance: administrative reforms and trends in, 18–19; CPA literature on, 63–64; dealing with global community, 6, 59–60; design of existing organizations for, 64–68; emergence of GGOs, 59–60; examples of, 58–59; GGO logic, design, and administration, 68–69; international responses to globalization, 56–59; logic of, 60–63; organizational design for, 64–68; problems requiring, 55–56; voluntary regulation and, 59
Global governance organizations (GGOs), 59–60, 65, 66, 68–69
“Global Rulemaking and Institutional Forms” (Koppel), 55
Globalization: influence on public administration, 63–70; organizational responses to, 56–59; problems requiring global governance, 55–56; reforms and, 18–19; respecting domestic traditions in, 68–69; tax design and, 430–431. See also Global governance Goals: effective governance and shared, 638; employing rules to attain policy, 191–192; of US Constitution, 77
Goldberg v. Kelly, 623
Goldman, L., 498
Goleman, D., 542, 543–544, 570
Gonzaga University v. Doe, 88
Gomez-Pomar, F., 619
Goodnow, F., 77, 84
Google, 459
Gordon, R.H., 430
Gortner, H.F., 549
Gosling, J., 568
Governance: broken branches of government, 92–93; collective action for effective, 638–639; collective leadership and, 490–491, 504; defined, 41; effective, 636–649; erosion of administrative boundaries, 6, 19; evaluating policy’s goodness of fit for method of, 187–190; measuring and monitoring results of, 641; promoting e-governance, 450–452; skills of effective administrators, 643–648; stewarding resources, 642; vision of, 636–637.
See also Collaborative governance; Global governance; Globalization

Governance Standards Board, 405
Government contracting: alternative service arrangements vs., 231–232; characteristics of, 216; developing effective contracts, 216, 217, 219, 223–226; government and contractor relations in, 229–231; implementing and executing contracts, 219, 226–227; as important administrative tool, 154, 216, 233; incentive used in, 228–229; institutional influences on, 220; make-or-buy decisions preceding, 219, 221–223; monitoring vendor performance, 227–228; necessity of, 216; overview, 215–217, 233–234; stages in, 219; terms describing, 218–219; types of markets for, 220–221; understanding, 217–218; values shaping, 220
Government Finance Officers Association, 405
Government in the Sunshine Act, 140
Government Management Reform Act, 336
Government Performance and Results Act (GPRA), 199, 205, 212, 313–314, 326, 336, 344, 408, 409
Governmental Accounting Standards Board, 313
Governments: accountability to citizens, 138–139; assessing program effectiveness for, 335–339; citizen actions based on transparency, 133–134; citizen errors of attribution regarding services, 128; creating successful e-government, 453–455; debt use by, 431–432; defining corruption in, 99–100;
Groups (continued)
maintaining contact with constituent, 176–177; resistance to change in, 387, 388–389; skills for managing, 539–540. See also Citizens
Grutter v. Bollinger, 377, 627–628

H
Haas, E.B., 57
Hafsi, T., 258
Hagebak, B., 295
Hall, R.E., 424
Halverson, R., 505
Hamdiv. Rumsfeld, 94, 617–618
Handbook of Globalization, Governance and Public Administration (Farazmand and Pinkowski), 56
Hanif, A., 98
Hannan, M.T., 387, 390, 391
Hard bargaining tactics, 519, 524–525, 526
Hardin, R., 8
Harlow v. Fitzgerald, 620, 621
Hartman, L., 590
Harvard Negotiation Project, 519, 520, 522, 539
Hatry, H., 272, 312–332, 641
Haugh, H., 260–261
Heady, F., 63
Healthcare.gov website, 215, 216
Heckler v. Chaney, 88
Hede, A., 386–387
Hibbert: P., 531–537
Highway Trust Fund, 200–201
Hill, M., 239
Hiller, J., 444
Hine-Hughes, F., 247
Hines, J.R., Jr., 430
Hinings, C.R., 387, 391
Historical approaches: measuring performance measurement, 313–314; to program design, 184–186; public service motivation, 355–356
Ho, A. T-K, 400, 403–415, 643
Hoeb, T., 61
Hodel v. Virginia Surface Mining and Reclamation Association, 86
Holtzman, A., 164, 175
Homeland Security Act, 80
Hondagneu, A., 363
Honoré, R., 306–307
Hood, C., 126–127, 240, 383
Hoover Commission, 12, 13
Hoover, H., 11
Hou, Y., 193, 400, 416–435, 643
How Effective Are Your Community Services (Hatry et al.), 313
Howell, J., 592
Howlett, M., 154, 180–196, 638
Huberts, L., 591
Hug, R.W., 606
Huitink, Z.S., 154, 215–234, 638
Hupe, P., 239
Hurricane Katrina, 306–307
Huxham, C., 500, 502, 503, 504, 505, 529–530, 531–537

I
IBM, 144–145, 257
ICTs. See Information and communications technologies
Illinois State Board of Education (ISBE), 206, 207
Im, T., 74, 120–136, 640
In Search of Excellence (Peters and Waterman), 313
Incentives for contract development, 228–229
Inclusion. See Diversity
Indirect public participation, 141
Index

Individual-level sources of resistance to change, 386–388

Information: ability of citizen to understand, 133; color and completeness of, 122; decentralizing with social media, 458; decision-making theory and, 371–372; laws requiring freedom of, 123, 140; transparency and qualities of, 121, 122–123

Information and communications technologies (ICTs): about, 436–437; development e-government services, 443–446, 447; theoretical perspectives effecting, 439

Ingraham, P., 251

Innovation in public administration, 257–259, 390

Insourcing, 230


Instrument logic, 184

Interagency ADR Working Group, 511

Interdependence of U.S. inter-governmental systems, 23–24, 29–30

Interest-based negotiations. See Negotiations

Intergovernmental agreements (IGAs): administration involving, 85; declining resources and, 87–88; use of, 84

Intergovernmental relations (IGR), 86, 90

Intergovernmental systems in U.S.: grounding effective practices for, 34–35; IGAs, 84, 85, 87–88; implications for, 35–36; interdependence and complexity of, 25–26; managing and measuring success, 30–32; overview, 23–24, 36–37; research findings on, 28–34; theoretical perspectives on, 26–28; trust and cooperation within, 32–34

Internal Revenue Code, 263

Internal Revenue Service (IRS), 263, 428, 429, 484

International Accounting Standards Board, 58, 67

International Atomic Energy Agency (IAEA), 60

International City/County Management Association (ICMA), 94, 166, 174, 179, 313, 318, 335, 600, 606, 608, 611

International Civil Aviation Organization, 58, 60
| International Electrotechnical Commission, 58 |
| International Initiative for Impact Evaluation, 337 |
| International Monetary Fund, 57, 66 |
| International Organization for Standardization, 58 |
| International practices: adoption of OECD ethical standards, 613–614; codes of ethics in, 603–605; communicating with hard-to-reach audiences, 555–556; context for intercultural negotiations, 514–515; coproducing services, 240–246; developing e-government services, 445–446, 447; environmental policymaking and program design in EU, 189–190; EU collaboration in environmental disasters, 299–300; interdependence of financial markets, 5–6; international banking governance standards, 62–63; merit pay reforms, 475–474; mobile e-government technology, 448–450; NPM reforms in Germany, 257; performance budgeting, 404–406; reforms in public administration, 12, 14; Russian flat tax reform, 425–426; social entrepreneurship in Brazil, 267; tax design and globalization, 430–431; unfunded pension liabilities, 480–481; uses of social media for public sector, 461–462; using collaboration, 294–295 |
| International Telecommunications Union, 58, 449 |
| International uses of collaboration, 294–295 |
| Internet: designing social media strategies, 401, 456–459, 484–485; development of e-government, 445–447; online social media tactics, 465–466; policy issues dispersed via social media, 162; tax administration and, 428. See also e-government; Social media; Websites |
| Interpersonal skills: communication and, 530, 538–539; intrapersonal and, 565–567; needed by effective administrators, 643–648; orientation toward, 572–573. See also Intrapersonal skills |
| InterSector Partners, 263 |
| Intrapersonal skills: advice for developing, 573–577; dealing with ambiguity and change, 570–571; developing, 567–573; emotional intelligence and, 542–543, 569–570; engaging in learning, 576–577; establishing personal vision,
Index

568, 575; improving sense of self, 571–573; needed by effective administrators, 643–648; overview, 488, 564–565, 577; practicing resiliency, 575–576; reflection for developing, 573–575; types of interpersonal and, 565–567; understanding personal values, 568–569; value statements for, 575

Ireni-Saban, L., 580, 598–615, 648

Issacharoff: S., 98

J

Jackson, R., 94
Jacobs, L.R., 129
Jarry, E.M., 378
Jellison, J.M., 385
Jensen, P.S., 427
Jick, T.D., 384, 392, 394
Johnson administration, 13
Judicial systems: deterring corruption with, 109; US Court of Appeals, 81. See also US Supreme Court rulings
Judson, A.S., 392, 395

Jung, C.S., 271, 275–292, 572, 638
Justen, A., 193

K

Kagan, E., 93
Kannan, P.K., 247, 447
Kaptein, M., 591, 605
Katz, R., 645
Katzenbach v. McClung, 79
Kaufman, H., 383, 559
Kaufmann, D., 97–98
Keefer, P., 107
Keirsey, D., 572
Kellar, E., 606
Kellerman, B., 592
Kelley, R., 592
Kellough, J.E., 375, 378
Kelly, J.M., 128, 632
Kennedy, A., 626
Kennedy administration, 13
Kennedy School of Government, 258
Kets de Vries, M.F.R., 392, 393
Kett, D.F., 1, 2, 3, 4, 5–22, 300, 639
Khademian, A.M., 153, 157–179, 638
Khattak, H.R., 98
Kim, D., 129
Kim, G.-R., 271, 275–292, 638
Kim, S., 56, 355, 356
Kim, Y.W., 218, 225
King William I of England, 138

Kingdon, J., 45
Knapp, M., 244
Knowledge Network (ICMA), 608, 611
Koch, J., 128
Kohler, L., 568, 588
Koontz v. St. John’s River Water Management District, 80
Koppell, J.G.S., 2, 3, 4, 55–71, 639
Kostadinova, T., 110
Kotter, J., 387–388
Kramer, M., 253, 262, 263
Krastev, I., 119

L

L3C (low-profit limited liability company), 263
Lasswell, H., 585
Lasthuizen, K., 591
Lateral communications, 550
Law, J., 284, 285, 287, 269, 291
Laws. See Legal liabilities; Public laws
Layne, K.J., 444
Leadbeater, C., 267
Leadership: behavior and accountability of, 111–112; collaborative, 44–45, 49, 540–544; collective,
Leadership (continued)
496–506;
corruption among,
102, 106–107;
distributed roles
of, 500; ethical
behavior by,
583–585; ethical
climate and,
588–591, 610, 612;
followership and,
591–594;
mission-focused
shared, 592–593;
professionalizing
bureaucratic,
109–111;
regulating
behavior of
governmental,
113–114;
relational practice
of, 495–496;
required for
cross-sector
collaboration,
44–45;
responsibility of
elected, 94;
revisiting notions
of, 490–491;
support for
performance
budgeting by,
407–408, 414, 415;
what and when to
negotiate,
509–510. See also
Collective
leadership;
Executives;
Managers
Lebron v. National
Railroad Passenger
Corporation, 630
Lee, G., 441
Lee, H., 447
Lee, J., 442
Legal liabilities: civil
servant immunity
in privatized roles,
629–632; First
Amendment and
free speech
liability, 624–626;
immunity for
public managers,
620–622; overview,
580, 616–618,
633–635;
-preserving equal
protection under
law without
increased,
626–629;
substantive and
procedural due
process rights,
622–623
Legislative branch. See
US Congress
Legislative liaisons:
communicating
with local
governments, 166,
167; coordinating
with states,
165–166; external
groups and
associations of,
178–179; knowing
organized and
regulated interests,
175–177;
managing
legislators
inquiries and
replies, 167–169;
preparing
legislative
testimony,
172–173; role with
executive branch,
158; sensitivity to
social media, 162;
working with
Congress,
164–165. See also
Effective relations
with legislatures
Legislative service
bureaus, 169–170
Legitimacy: boards of
directors and
perceived, 49–50;
maintaining with
public law, 92–93;
of public laws,
89–95
Leighninger, M., 74,
137–151, 641
Levinson, H., 384
Levitan, A., 82
Lewin, K., 383–384,
387, 388, 392, 393
Lewis, C., 594
Lewis, D.E., 383
Lewis, J.M., 188
Lewis, Michael, 337
Leys, W.A.R., 600
Light, P.C., 382
Limitations of service quality measurement, 313–314
Lindblom, C.E., 89
Linden, R., 301, 530
Lindstedt, C., 131
LinkedIn, 556
Liu, C., 101
Llorens, J.J., 401, 469–485, 644
Lobbying, 175–177
Local governments:
developing e-government services for, 444–445; grant administration by, 197–198, 200–201, 204–205, 206, 208–211, 212; legislative liaisons and, 166; maintaining contact with constituent groups, 176–177; managing administrative collaborations in, 294–295; managing legislative inquiries and replies, 169; partisanship in, 160–161; performance budgeting by, 404; role of elected officials in, 94; social entrepreneurship in Curatiba, Brazil, 267; social media tools of, 459–460. See also City councils
Locke, J., 61
Loeffler, E., 154, 235–250, 638
Logic: collaborations and multiple, 43; reversible, 28–29; supporting global governance, 60–63, 68–69
Long, N., 82
Lucas v. South Carolina Coastal Commission, 79
Lukensmeyer, C., 146
Lyon, F., 260–261
Madison, J., 77
Mahler, J., 549
Maintenance of effort (MOE) agreement, 201
Make-or-buy decisions: alternative service delivery arrangements vs., 231–232; beginning contracting process with, 221–223; defined, 219
Management. See New public management reforms; Managers; Strategic management
Managers: applying game theory to public administration, 27–28, 30, 32, 35; assessing effective practices, 34–35; assessing windows of opportunity, 51–53; avoiding blame and transparency, 127; communication challenges for, 559–560; conceptual skills needed, 645–646; critical thinking by, 178; developing relations with legislators, 157–159, 161, 177–179; discretionary powers of, 599; emotional intelligence for, 542–543, 569–570; engaging in learning, 576–577; establishing personal vision, 568, 575; ethical decisions and moral impact of, 647–648; free speech liability for,
Managers (continued)
624–626;
governance skills of effective, 643–648;
harnessing employee motivation, 363–365;
immunity for, 620–622;
implementing social media, 467–468;
implications of intergovernmental practices for, 35–36; initiating cross-sector collaborations, 53–54;
intrapersonal and interpersonal skills for, 564–577, 644–645, 646;
knowing their own bailiwick, 35; legal liabilities of, 619;
lobbying by public, 175–177;
maintaining contact with constituent groups, 176;
managing legislators inquiries and replies, 167–169;
managing tension with legislative representatives, 157–159;
motivating employees, 355–354; need to understand US Constitution, 633;
preparing legislative testimony, 172–173;
professionalism of, 648–649; protocols for legislative contacts, 166–167;
regulating behavior of, 113–114;
respecting and acting on bad news, 561–562;
responsiveness of, 178, 646–647;
strategies for compensating public sector employees, 482–484;
substantive and procedural due process rights for, 622–623; technical skills needed, 643–644;
transparency of public officials, 111–112;
transparency’s effect on, 125–127;
understanding personal values, 568–569; using race and affirmative action programs, 626–629; what and when to negotiate, 509–510; working with communication professionals, 560–561; working with legislative staff, 163–166. See also Leadership
Managing collaborations: building support of stakeholders, 298, 307–309; choosing to collaborate, 297, 298–300; handling deliberations, 298, 305–307; interest in collaborative public management, 295–297; overview, 293–295, 309–311; working with constraints, 298, 302–305
Markets: make-or-buy decisions influenced by vendor, 223; types of contract, 220–221
Marshall, T., 624–625
Massachusetts v. Environmental Protection Agency, 84
Index

Mathematica, 346
Mathews, D., 140
Mathews v. Eldridge, 623–624
Maynard-Moody, S., 284
McGuire, M., 42, 81, 272, 293–311, 531–537, 646
McPherson, A., 624–625
Measuring Municipal Activities (Ridley & Simon), 313, 641
Media: employing multiple, 558–559; expanding number of communications, 556–557; for hard-to-reach audiences, 556; understanding strengths/weaknesses of, 557–558. See also Social media
Medicaid, 79, 199, 200, 211
Medicare, 410
Meier, K.J., 286
Meijer, A., 123
Mendez, M., 592
Mergel, I., 401, 456–468, 642
Merit pay reforms, 473–474
Merton: R.K., 387, 389
MetroGIS, 43, 50
Mettler, S., 127, 128
Meynhardt, T., 257
Middlesex County Sewage Authority v. National Sea Clammers Association, 88
Mikesell, J.L., 101, 419
Miles, R.E., 277, 278, 279, 280, 281, 282, 283, 284, 285, 287, 288, 290, 291
Miller, M., 477
Miller, S.M., 159, 165
Miller, W.L., 106
Milward, H.B., 3
Mintzberg, H., 568
Muirlees, J., 430
Mission: in effective governance, 637–638; mission-focused shared leadership, 592–593
Mobile e-government technology, 448–450
Moe, R., 87, 633
Monetary gifts, 104, 105
Moneyball (Lewis), 337
Monitoring: contract-vendor performance, 227–228; governance results, 641; and measuring performance, 272
Montgomery, A.W., 264
Moon, M.J., 400, 436–455, 642
Morris, M., 255, 259–260
Morse, R.S., 491, 501, 502, 505, 530, 531–537, 544
Motivation: for coproduction, 243; to obtain policy information, 133; public service employee, 272, 353–365. See also Compensating public employees
Moynihan, D.P., 285
Mukherjee, I., 154, 180–196, 638
Mulki, J., 591
Multidirectional communication model, 560
Multisector public benefit entrepreneurship, 264–267
Munn v. Illinois, 79
Musheno, M., 284
Myers-Brigg Type Indicator, 572
MySpace, 556

N

Nabatchi, T., 74, 137–151, 641, 642
Naff, K.C., 375, 378
Nagin, R., 306
Naik, U., 447
Nasi, G., 239
National Aeronautics and Space Administration (NASA), 583
National Association of Government Communicators, 561
National Center for Charitable Statistics, 260
National Conference of State Legislators, 105
National Federation of Independent Businesses v. Sebelius, 79
National Health Service (NHS), 241
National Science Foundation, 204
National Security Council, 12
National Training Lab, 544
Nations: public policy problems extending beyond borders of, 56–57; transnational governance among, 58. See also International practices; Nongovernmental standard-setting bodies
Naurin, D., 131
Negotiated Rulemaking Act (NRA), 509, 510
Negotiations: about, 511–512; analyzing needs and interests of parties, 521–522; authority to bargain in, 513–514; benefits of, 510–511; brainstorming possible settlements in, 522–523; closure on complete agreements, 524; creating package of mutual agreements, 523; cultural context for, 514–515; ground rules for, 518–519; hard bargaining tactics in, 519, 524–525, 526; identifying dynamics in, 520–521; knowing BATNA for each party, 515–516, 517, 520, 525; overview, 488, 508–509, 526–527; principled, 519–524, 526; recognizing cognitive biases in, 517–518; reservation price, settlement range, or bargaining zone for, 517; steps in principled, 519–524, 526; subject and scope of, 512–513; what and when to negotiate, 509–510
Nelson, D., 531–537
Neshkova, M.I., 74, 97–119
Net neutrality, 80
New Public Leadership Challenge, The (Brookes and Grint), 506
New public management reforms: in British Commonwealth, 257–258; in Germany, 257; public sector entrepreneurship and, 256, 258; trends in, 126
New public service (NPS), 256
New York Stock Exchange, 98
New York v. United States, 86
Newbold, S.P., 580, 616–635, 647
Newcomer, K.E., 272, 333–352, 641
Nicholson-Crotty, J., 159, 165
Nicholson-Crotty, S., 154, 197–214, 638
Nicholson, J.B., 549
9/11 Commission, 17
Nixon, R.M., 13
Nixon v. Fitzgerald, 620–621
No Child Left Behind, 30, 211
Nollan v. California Coastal Commission, 79
Index

Nongovernmental standard-setting bodies: emergence of, 58–59; IAEA, 60; powers invested in, 62; as symbiotic GGO, 65

Nonprofit organizations: collective leadership practices for social change in, 497–498; entrepreneurship orientation of, 254, 259–262, 269

Norman, R., 127
Normann, R., 239
Norms influencing transparency, 124
Norms of Behavior and Professional Ethics of State Civil Servants (China), 603
Norris, D., 444
Norton, M.I., 128
Nurse Family Partnership, 243–244

O

Obama administration, 13, 85, 230, 337, 347, 458, 546–547
Obligations incurred by grants, 200–201
O’Connor, S.D., 94, 618, 627–628
Office for the National Coordinator for Health Information Technology, 450
Office of Homeland Security, 80
Office of Management and Budget (OMB), 204, 205, 206, 207, 209, 321, 325, 337
O’Leary, R., 56, 488, 528–545, 645
Ombudspersons, 115
Open government: e-government and, 450–452; reforms for, 15; Transparency and Open Government Memo, 458. See also Transparency
Open Government Initiative, 144
Open Government Plan, 450
Operational transparency, 128
Oreg, S., 392
Oregon Citizens’ Initiative Review (CIR), 148
Oregon Waste Systems v. Department of Environmental Quality, 80
Osborne, D., 313

(Compiled by Perry)
Osborne, S.P., 239
Osborne, T., 313, 336
Ospina, S.M., 488, 489–507, 646
Ostrom, E., 191–192, 235, 238, 239, 638
Ostrom, V., 1–2, 235, 238
O’Toole, J.J., Jr., 286
O’Toole, L.J., Jr., 2, 3, 23–37, 639
Out of the Crisis (Deming), 313
Outcome-oriented budgeting. See Performance budgeting
Outcomes: assessing performance, 335–336; defined, 312; disaggregating data on, 322–324; improving indicators for improved, 321; postservice, 327; seeking explanations for exceptional, 325; tracking performance using, 314–316
Outsourcing, 218
Owen v. City of Independence, 632

P
Paarlberg, L.E., 363, 364
Palumbo, D., 284
Pandey, S.K., 285
Paperwork Reduction
Acts, 204, 205
Parents Involved in Community Schools v. Seattle School District No. 1, et al., 629
Park, H., 129
Parrado, S., 243
Parrot, K., 496
Partisan politics, 160–161, 201–202
Partnership for Public Service, 255
Partnerships:
collaborative management of, 297, 309;
coproduction vs. collaboration and, 236; public-private, 41; Urban Partnership Agreements, 43, 45, 48, 50. See also Collaborative governance
Passenger Rail Investment and Improvement Act, 81
Patient Protection and Affordable Care Act. See Affordable Care Act
Patronage and corruption, 97–101
Patton, M.Q., 339
Pay bands, 475
Payments for Ecosystem Services (PES) program, 182–183
Pension Benefit Guarantee Corporation, 480
Performance:
accountability of officials for, 139;
alining strategies and processes of organizations for, 278; citizen’s errors of attribution and assessment of government, 128; considering in contract solicitation and design, 224; diversity to improve overall, 272; employee compensation based on, 473–475; governmental over-control and poor, 39; managing administrative programs for, 15–16; measuring, 271, 272; mixing strategies to improve, 280–282; motivation and, 272, 353–365; organizational change and, 272–273, 382, 396–397; strategic
management for, 271–272. See also Performance budgeting; Performance measurement

Performance Assessment Rating Tool (PART), 405


See also Evaluations

Perkins, M., 244


Personal values, 568–569

Personal vision, 568, 575

Persson, A., 118

Pestoff, V., 249

Peters, B.G., 356

Peters, G., 240, 383

Peters, T.J., 313

Petition.gov, 460

Pew Charitable Trust, The, 480

Pew Research Center, 143

Pickering balancing test, 625

Pickering v. Board of Education, 625

Piderit, K., 385

Pierce, J.L., 387

Piketty, T., 423

Pinterest, 460

Pipe, G.R., 164

Pitts, D.W., 272, 366–381, 644

Policy. See Public policy

Policy field analysis, 52

Policy managers. See Managers

Policy-program linkages: degrees of freedom for policymakers, 190–191; goodness of fit for
Policy-program linkages (continued)
governance mode, 187–190; summary of elements for, 196; used by Conservation Reserve Program, 186. See also Program design; Public policy
Political institutions. See Institutions
PolitiFact.com, 558
Pollitt, C., 12, 19
Porter, M., 253, 262, 263
Porter, M.E., 277, 278–279, 280, 283, 288, 291
Porumbescu, G.A., 74, 120–136, 640
Potoski, M., 230
Powell, B.G., 108
Powell, L., 627
Prat, A., 130
President of US. See Executive branch
Pressman, J.L., 296
Principal-agent theory, 26–27, 102–103
Principled negotiations, 519–524, 526
Private sector
organizations: civil servant immunity in privatized administrative roles, 629–632; employee compensation for, 471–472, 476–477; private sector social entrepreneurship, 259–267; using entrepreneurship in, 251. See also Organizations
Privatization: defined, 218; implications of liabilities and, 632–633; reform agendas for, 14–15
Procedural due process rights, 622–623
Procurement, 218
Program design:
Program for the Advancement of Research on Conflict and Collaboration (Maxwell School of Citizenship and Public Affairs), 144
Program-measure linkages: efficiency, economy, and environmental concerns in, 193–194; employing rules to attain policy goals, 191–192; maximizing complementary effects, 192–193; summary of elements for, 196; used by Conservation Reserve Program, 186. See also Program design
<table>
<thead>
<tr>
<th>Index</th>
<th>777</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program-related investments (PRIs), 263</td>
<td></td>
</tr>
<tr>
<td>Proportional tax schemes, 424–425</td>
<td></td>
</tr>
<tr>
<td>Prospector strategies, 277, 282, 284</td>
<td></td>
</tr>
<tr>
<td>Protocols for contacting legislators, 166–167</td>
<td></td>
</tr>
<tr>
<td>Public administration: administering revenue systems, 427–433; authority and jurisdiction in, 78–81; citizen expectations of, 21; constraints on performance budgeting in, 407; corruption in, 97–99; dealing with global community, 6, 55–56; declining resources and, 87–88; deference vs. responsibility in, 88–89; developing personal relations with legislators, 161; effect of fiscal stress on, 10–11; elected officials’ and professionals’ responsibilities for, 94; entrepreneurship and innovation in, 257–259; flux in, 6–7; implementing codes of ethics in, 607–608, 609–610; influence of globalization on, 56–59, 63–70; integral to collective action, 1–4; interest in collaborative, 295–297; international reforms in, 12, 14; legislative structures influence on, 159–160; managing boundaries in, 300–302; measuring quality of, 312, 331; negotiations in, 508–510; partisanship and relationships with legislature, 160–161; post-World War II patterns in, 19–21; professionalism in, 648–649; public laws focusing decisions and actions in, 89–90; reforms in American, 11–12, 13; research on e-government for, 442–443; transparency and citizen’s views of, 127–128; trust in governmental and, 7–10. See also Bureaucracies; Public agencies</td>
<td></td>
</tr>
<tr>
<td>Public Administration Review (PAR), 56, 86</td>
<td></td>
</tr>
<tr>
<td>Public agencies: administrative data from, 317; authority needed by, 80; cooperation among, 172; dealing personally with legislators, 161; explaining exceptional outcomes of, 325; influence legislative</td>
<td></td>
</tr>
</tbody>
</table>
Index

Public agencies (continued)
structure on, 159–160; lobbying legislatures, 158; maintaining contact with constituent groups, 176; partisanship and relationships with legislature, 160–161; reform and termination of, 382–383; using performance management data from, 328–329. See also Institutions

Public-benefit entrepreneurship:
concepts in, 253; defined, 252; implications of, 268–269

Public choice, 26

Public employees. See Employees

Public laws:
administering cross-sector collaborations with, 90–91; APA, 84; applying to negotiations, 509–510; delineating governance boundaries, 81; effective practice and legitimacy of, 89–95; focusing decisions and actions, 89–90; governing corporate structures, 47; maintaining legitimacy with, 92–93; reinforcing responsibility, 77–78, 95–96; responsibilities of, 83–89; upholding ethics with, 90; US gift ban, 104, 105; using for citizen inclusion, 91–92. See also Responsibility; US Supreme Court rulings; and specific acts

Public management. See New public management reforms; Managers; Strategic management

Public managers. See Managers

Public participation:
administrator-initiated, 40; ambiguity in meaning of, 149; conventional, 142–143, 145, 150; defining, 140–142; direct, 141–142; indirect, 141; overview, 137–138, 150–151; thick, 145–150; thin, 143–145, 150; types of accountability, 139

Public policy:
developing effective programs for, 181–184; disseminating with social media, 461; giving authority to public, 81; influence in collaborative governance, 48–50; motivation to learn about, 133; problems extending beyond national borders, 56–57; strategies for compensating public sector employees, 482–484; tools used by CRP, 183–184; transparency's impact on accountability in public, 132–133. See also Policy-program linkages; Program design

Public-private partnerships (PPNs), 41

Public sector entrepreneurship, 252, 255–259
Index

Public service announcements (PSAs), 561

Public Service Code of Ethics (Estonia), 603

Public service employees. See Employees


Q

Quality of services. See Performance measurement

Questionnaires, 317–319

R

Raadschelders, J.C.N., 619

Rabushka, A., 424

Race to the Top competition, 199, 208

Racial diversity. See Diversity

Radnor, Z., 239

Raelin, J.A., 503


Ramamurti, R., 255

Random control trials (RCTs), 337, 338

Rankin v. McPherson, 624

Rauch, J.E., 110

Rayner, J., 154, 180–196, 638

Reactor strategies, 278, 282

Reagan, R., 13, 203, 624

Reddin, W.J., 573

Reflection, 573–575

Reforms: agendas in, 14–18; anticorruption campaigns, 119; consequences of transparency, 130–132, 134–135; eastern European administrative, 110; global nature of, 18–19; grants and administrative, 204–206; initiatives in America, 13; lack of objectives for transparency, 131; legislative mandates for public, 382–383; merit pay, 473–474; movements toward administrative, 11–14; NPM trend, 126; pay-banding, 475; performance budgeting, 403–404; Progressive Era civil service, 100; tax, 424, 425–426, 429–430. See also New public management reforms

Regents of the University of California v. Bakke, 627

Regents v. Bakke, 377

Regulations.gov, 460

Reinventing Government (Osborne and Gaebler), 313, 336

Relational practice of leadership, 495–496

Reporting Patient Safety Events Challenge, 450

Reservation prices (RPs), 517

Resistance to change: group-level sources of, 387, 388–389; individual-level sources of, 386–388; organizational sources of, 387,
Resistance to change (continued)
389–391; overcoming, 392–396, 397; overview, 272–273, 382, 396–397; reaction to organizational changes, 383–386; structural inertia as, 387, 391–392

Resources for effective government:

Responsibility:
administering cross-sector collaborations with laws, 90–91; classic concepts of in modern governance, 81–83; Constitution on, 84; deference v., 88–89; effective practice and legitimacy of public law, 89–95; of elected officials and professionals, 94; functioning in era of “broken branches”, 92–93; limiting authority and its jurisdiction, 78–81; maintaining effectiveness and legitimacy, 95; of public law, 83–89, 90; reinforcing with public laws, 77–78, 95–96

Responsiveness:
accountability and, 73, 74; to legislative requests, 157–158; required for public managers, 178; transparency reforms and, 130–132

Results-oriented budgeting. See Performance budgeting

Retirement benefits for public sector employees, 478–481, 482


Rewards for public employees, 482–483

Rice, R.E., 547

Reversible logic, 28–29
Index

Richardson v. McKnight, 91, 631
Ridley, C.E., 313, 641
Riggs, F., 63
Riley v. California, 93
Risk within U.S. intergovernmental system, 23–24
Roberts: N., 626
Roberts, A.S., 123
Roberts Foundation Homeless Economic Development Fund, 260
Roberts, J., 91, 629
Roh, C., 442
Rohr, J., 90, 630, 631
Romzek, B., 83, 251
Rose-Ackerman, S., 97
Rosenbaum, A., 74, 97–119
Rothwell, G., 591
Rowe, L.A., 606
Rowe v. New Hampshire Motor Transport Association, 80
Rubin, I.S., 632
Rules: employing to attain policy goals, 191–192; influencing transparency, 123; role in governance, 638; setting negotiation, 518–519
Rumsfeld, D., 617–618
Russian flat tax reform, 425–426

S
Saez, E., 423, 426
Safe Drinking Water, 205
Safety valves in GGOs, 65, 66
Salamon, L., 297, 541
Salaries. See Compensating public employees
Sandfort, J., 544
Scalia, A., 88, 93, 630
Schein, E.H., 392, 393, 572
Schick, A., 20
Schlesinger, L., 387–388
Schön, D., 544
Schuette v. Coalition to Defend Affirmative Action, 628–629
Schumpeter, J., 253
Schutz, W.C., 572
Schwartz, M.S., 605
Schyns, B., 392
Scroggs, S.K., 160, 164, 174, 176
SecondLife, 460
SeeClickFix.com, 460
Self-determination theory, 357–358
Self-governance, 1–2
Self-organization vs. coproduction, 236–237
Settling negotiations: brainstorming possible settlements, 522–523; closure on complete agreements, 524; creating package of mutual agreements, 523
Sharfman, M.P., 42, 46
Sharif, F.S., 153, 157–179, 638
Sherbert v. Verner, 623
Shivalingaiah, D., 447
Shleifer, A., 101, 103
SIGMA Programme, 613–614
Silvia, C., 272, 293–311, 531–537, 646
Similarity-attraction theory, 370–371
Simon, H.A., 313, 640, 641
Singh, S.K., 258
Skocpol, T., 141
Smuто, S., 531–537
Snell, T., 244
Snow, C.C., 277, 278, 279, 280, 281, 282, 283, 284, 285, 287, 288, 290, 291
Snyder, W.M., 265
Social categorization, 369–371
Social constructivism, 102, 104–106
Social enterprises, 260–261
Social entrepreneurship: corporate, 262–264; in Curatiba, Brazil, 267; defined, 253; private sector, 259–262

Social location, 133

Social media: challenges for implementing, 467–468; communicating Affordable Care Act via, 553; decentralizing information with, 458; designing strategies and policy for, 462–467; e-government phases and tactics for, 465–466; facilitating e-government with, 452; overview, 401, 456–459, 484–485, 642; policy issues dispersed via, 162; practices in public sector, 461–462; reaching for hard-to-reach audiences with, 556; tools for, 459–460

Social Security, 410, 419

Social Welfare

Integrated Management

Network System (UN), 445

Sønderkov, K.M., 185–186

Sovacool, B., 194

Spillane, J.P., 505

Sponsors and champions, 45

Stanley v. Illinois, 83

Stanton, T.H., 87

Stateless administration, 19–21

States: administering ARRA energy programs, 209–210; administrative burden of grants on, 197–198, 204–205, 206, 208–211, 212; carrying out federal responsibilities and contracts, 84–85; communicating with legislatures, 170–172; developing relations with legislators, 161; effect of legislative structure on public management, 159–160; legislative service bureaus, 169–170; maintaining contact with constituents, 176–177; managing inquiries and replies from legislatures, 167–169; obligations incurred by grants, 200–201; partisanship and legislative relationships, 160–161; performance budgeting by, 404; politics of receiving grants, 201–202; preparing testimony for legislative branches, 172–173; protocols for contacting legislators, 166–167; social media tools of, 459–460; Supreme Court decisions on authority of, 86, 87; working with legislative staff, 163–166. See also Effective relations with legislatures

Statistical Yearbook of the Ministry of Public Administration and Security (Ministry of Public
Index

Administration and Security, 451
Steinbauer, P., 354
Steuerle, C.E., 426
Stevens, J.P., 88
Stevenson, H., 254
Stewarding resources, 642
Stillman, R.J.: II, 2, 598
Stone, M.M., 2, 38–54, 639
Strategic actions, 276
Strategic management:
aligning internal and external actions with strategic stances, 283–287, 291;
effective practice in, 283–288;
evidence of internal and external changes based on stance alignment, 287–288;
frameworks for, 277–279;
implications of organizational, 288–291;
mixing strategies for improved service, 280–282;
overview, 275–276, 291–292;
performing using strategic stances, 283;
strategic organizational behaviors, 279–280;
successes of prospecting and defending strategies, 282, 284;
using performance data in planning, 329
Strategic stances:
aligning external actions and, 286–287, 291;
change with alignment to, 287–288;
defined, 276;
effect on performance, 283;
implication of research on, 288–291;
internal actions aligned with, 283–286;
variation in, 291
Street, H., 619
Street-level bureaucrats, 239
StriveTogether Partnership, 266–267
Study of Administration, The (Waldo), 1
Submerged state, 127
Substantive and procedural due process rights, 622–623
Summers, L. H., 430
Supreme Court. See US Supreme Court rulings
Svara, J., 595
Svolik, M.W., 104, 107–108
Swindell, D., 128
Symbiotic organizations, 65

T
Targeting specific audiences, 552–553
Tarrant Regional Water District v. Herrmann, 87
Tavits, M., 108
Tax Reform Act, 424
Taxes: adequacy of revenue systems to raise, 421–422;
costs and technology of collecting, 427;
declining progressivity in US system of, 423–424;
designing systems for developing countries, 428–429;
e-filing, 467;
economic efficiency of revenue systems and, 420, 429–431;
equity of, 420–421;
feasibility of revenue systems, 422–423;
funding public employee compensation with, 471–472;
improving compliance with,
Taxes (continued)
428; proportional tax schemes, 424–425; Russian flat tax reform, 425–426; transparency in systems of, 423, 433–434; 2005 Panel on Federal Tax Reform, 426; value-added, 419, 428
Taylor, J.B., 433
Technology:
e-government and ICTs, 436–437; encouraging collaboration, 528; healthcare.gov website rollout, 215, 216; impact on relations with legislatures, 162; influencing organizational transparency, 121, 124; mobile e-government, 448–450; skills needed by public managers in, 643–644; technological acceptance model, 440; tools for social media, 459–460.
See also Internet
Temporary Assistance for Needy Families (TANF), 200, 201
Tensions: in collaborative governance, 50–51; between legislative and executive branch, 157–160
Texas Governor’s Interagency Health and Human Resources Council, 295
Thacker, S.C., 100–101
Thatcher, M., 12
Themudo, N.S., 109
Theoretical research:
applying to U.S. intergovernmental systems, 35; collective leadership, 492–495; coproduction, 238–240; diversity, 369–373, 376–379; e-government, 437–443; effective intergovernmental practices unsupported by, 26–28; entrepreneurship, 252–253; public service motivation, 356–363; results of U.S. intergovernmental system, 28–34; strategic management, 280–288; on U.S. intergovernmental systems, 26–28
Thick public participation:
accountability and, 150–151; characteristics of, 145–146; Citizen’s Jury process, 148; deliberative polling and What’s Next California?, 149–150; 21st Century Town Meetings and D.C. Summits, 146–147
Thin public participation, 143–145, 150
Thomas, J.C., 240, 374
Thompson, D., 586, 587
Thompson, V.A., 387
Thomson, A.M., 307
Tinbergen, J., 183, 192
Title I Compensatory Education funds, 200
Tjan, A., 567
Tomlinson, M., 505
Tools of collective action: contracting as, 154; effective relations with legislatures, 153; entrepreneurship as, 155; grants as, 154, 638; overview, 638–639; required for effective governance,
638–639; scale of coercion for, 185
Toonen, T.A.J., 619
Total Quality Management, 313, 522
Town and Country Planning Act (UK), 239
Town meetings, 137, 146–147
Towne, S.E., 272, 366–381, 644
Transaction costs of contracts, 221–222
Transnational governance. See Global governance
Transparency: accountability and, 73, 74, 125–127, 132–133; action based policies for, 133–134; citizens' perception of public sector and, 127–130; consequences of reforms, 130–132, 134–135; encouraging governmental, 112–114; initiatives increasing, 121; overview, 120–121, 135–136, 640–641; of public officials, 111–112; qualities of information provided, 121, 122–123; required for public managers, 178; in revenue system and taxes, 423, 433–434; rules, norms, and technology influencing, 123–124
Transparency and Open Government Memo (Obama), 458
Treisman, D., 107
Treviño, L., 590
Trevino, L.K., 106
Trondal, J., 65
True North (Georges), 490
Truman, H.S., 11, 12
Trust: building goodwill with legislators, 158; developing in cross-sector collaboration, 44, 48; effect of preexisting relationships on, 50; governmental transparency and citizen's, 129–130; in governments and public administration, 7–10; raising public, 605; relationship of governmental transparency and, 129; within intergovernmental systems in U.S., 32–34
21st Century Town Meetings, 146–147
Twitter, 457, 459, 460, 461, 556
2012 Digital Government Strategy, 456
U
UN Global e-Government Survey 2012 (United Nations), 451
Uncertainty, 23–24
Unfunded pension liabilities, 480–481
Uniform Administrative Procedure Act, 509–510
United Haulers Association v. Oneida-Herkimer Solid Waste Management Authority, 91
United Nations, 57, 58, 66, 437, 444, 445, 446, 451
United States of America: administrative reforms in, 11–12, 13; gift ban laws in, 104, 105; intergovernmental landscape in, 23–24; War on Terror, 617. See also
United States of America (continued)
Intergovernmental systems in U.S.; US Constitution; US Supreme Court rulings; and specific organizations
United States v. Jones, 93
United States v. Morrison, 79
United States v. Wurie, 93
United Way of America, 338
Universal Postal Union, 58, 61
Upward communications, 549–550
Urban Institute, 313, 335, 346
Urban Partnership Agreements, 43, 45, 48, 50
Ury, F., 524, 525
US Advisory Commission on Intergovernmental Relations (ACIR), 24, 28, 34, 86, 203
US Agency for International Development, 112
US Army, 458–459
US Bureau of Labor Statistics (BLS), 472, 477, 479, 483
US Bureau of the Census, 555–556
US Civil Service Reform Act, 473
US Coast Guard, 230
US Congress: authority of, 81; as “broken branch”, 92; distribution of grants by, 201–202; GAO and, 169–170; immunity for public administrators, 621–622; maintaining good communications with, 158, 170–171; managing inquiries and replies from, 167–169; pay adjustments recommended to, 472; preparing testimony for, 172–173; working with legislative staff, 158, 163–165
US Constitution: on administrative responsibility, 84; Article 1, section 10 of, 87; competence in understanding, 633; due process rights and, 622–623; equal protection clause of, 626–629; First Amendment on free speech liability, 624–626; goals of, 77; purpose of Bill of Rights, 94; rulings on Fifth Amendments’ due process clause, 623–624; using principles in administrative action, 640. See also US Supreme Court rulings
US Court of Appeals, 81
US Department of Defense, 229, 335, 584
US Department of Education (DOE), 199, 206, 207, 208, 336
US Department of House and Urban Development (HUD), 206, 207, 208
US Department of Labor, 337
US Department of Transportation (DOT), 43, 45, 81, 201
US Employment Service, 175
US Environmental Protection Agency (EPA), 294, 299, 466–467
Index

US Federal Medical Assistance Percentage, 433
US Food and Drug Administration, 80
US Green Building Council, 59
US Merit Systems Protection Board, 474–475
US Nuclear Regulatory Commission, 60
US Public Health Service, 295
US Sentencing Commission, 607
Index

US Supreme Court rulings (continued)

Sewage Authority v. National Sea Clammers Association, 88;
Munn v. Illinois, 79;
National Federation of Independent Businesses v. Sebelius, 79;
New York v. United States, 86; Nixon v. Fitzgerald, 620–621;
Nollan v. California Coastal Commission, 79; Oregon Waste Systems v.
Department of Environmental Quality, 80; Owen v. City of Independence, 632; Parents Involved in Community Schools v. Seattle School District No. 1, et al., 629; Pickering v. Board of Education, 625; Rankin v. McPherson, 624;
Regents of the University of California v. Bakke, 627; Regents v. Bakke, 377;
Richardson v. McKnight, 91, 631; Riley v. California, 93; Rowe v. New Hampshire Motor

Transport Association, 80;
Schuette v. Coalition to Defend Affirmative Action, 628–629;
Sherbert v. Verner, 623; Stanley v. Illinois, 83; Tarrant Regional Water District v.
Herrmann, 87;
United Haulers Association v. Oneida-Herkimer Solid Waste Management Authority, 91; United States v. Jones, 93;
United States v. Morrison, 79; United States v. Wurie, 93;
Verizon v. Federal Communications Commission, 80;
West v. Atkins, 630; West Virginia Board of Education v. Barnette, 94;
Whitman v. America Trucking Associations, 81;
Wickard v. Filburn, 79

Usability of information, 122–123

Utah Lake Commission, 308

Utah Water Conservancy District, 308

V

Value-added tax (VAT), 419, 428
Values: personal value statements, 575; shaping government contracting, 220; structuring contracts to achieve, 222; understanding personal, 568–569

Values and Ethics Code for the Public Sector (Canada), 604

Values Inventory (Reddin), 573
Van Dam, K., 392, 395
Van der Meer, F.M., 619
Van Loon, N.M., 272, 353–365, 644
Van Ryzin, G., 243
Van Slyke, D.M., 56, 154, 215–234, 638
Vandenabeele, W., 272, 353–365, 644
Vangen, S., 500, 502, 503, 504, 505, 529–530, 531–537
Veblen, T., 389
Verizon v. Federal Communications Commission, 80
Vicente, P.C., 98
Victor, B., 588, 589
Villoria, M., 110–111
Vimeo, 460
Violence Against Women Act, 79
Index

Virginia Department of Emergency Management (VDEM), 206
Virginia Tobacco Communities Project (VCTP), 301–302
Vishny, R.W., 101, 103
Vision: establishing personal, 568, 575; of governance, 636–637
Vogel, D., 262

W
Waddell, S., 65
Wages. See Compensating public employees
Waldo, D., 1, 3, 6, 311
Walker, R.M., 271, 275–292, 638
Wallace, M., 505
Walmart, 470
Warren, M.E., 98, 103, 104
Washington Institute for Public Policy, 347
Waterman, R.H., Jr., 313
Waters, B., 576
Waters, R.D., 557
Watson, G., 386
Webb, G.R., 389
Websites: adding social media tools to, 459–460; Challenge.gov, 450;
healthcare.gov rollout, 215, 216. See also Social media; and specific sites
Wei-Skillern, J., 254
Welch, F.W., 129, 400, 436–455, 642
West, J., 606
West v. Atkins, 630
West Virginia Board of Education v. Barnett, 94
What Works Clearinghouse, 236
What’s Next California?, 149–150
White, I.D., 6
White, Leonard, 295–296
Whitman v. America Trucking Associations, 81
Whole Foods Market, 263
Wickard v. Filburn, 79
Wildavsky, A.B., 296
Williams, A., 147
Williams, B.N., 579–580, 583–597
Williams, J.M., 557
Williams, P., 531–537, 648
Wilson, W., 20, 640
Windows of opportunity, 45–46, 51–53
Wise, L.R., 355, 359, 361, 379
Wolk, A., 264
Wollmann, H., 240
Workforce: diversity in organizational, 367–368, 373–376; reducing administrative, 17–18. See also Employees
Workforce Investment Act, 49
Workshop in Political Theory and Political Analysis, 238
World Bank, 57, 66, 112, 118, 303–305, 437, 514
World Customs Union, 60
World Health Organization, 558
World Intellectual Property Organization, 58
World Rule (Koppel), 55, 64, 66
World Trade Organization, 60
Wright, D., 27
Wright, D.S., 86

Y
Yang, K., 118
Youngblood, S.A., 106
YouTube, 457, 460, 461

Z
Zero-sum negotiations, 513