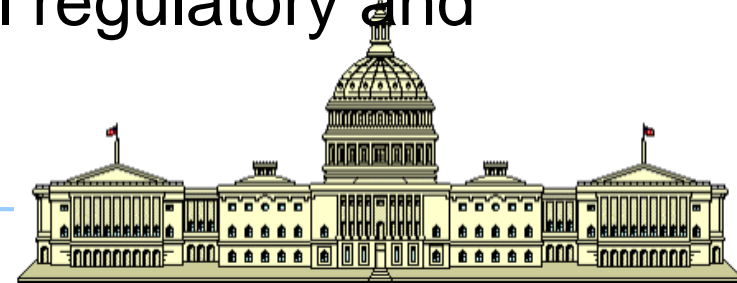

Public Administration

PAD 3003

What is public administration?

- Administrator as implementer:
 - PA may be defined as all processes, organizations and individuals associated with carrying out laws and other rules adopted or issued by legislatures, executives and courts.
- Administrator as regulator/ service provider:
 - Public administration is the use of managerial, public, and legal theories and processes to fulfill legislative, executive, and judicial mandates for the provision of governmental regulatory and service functions.



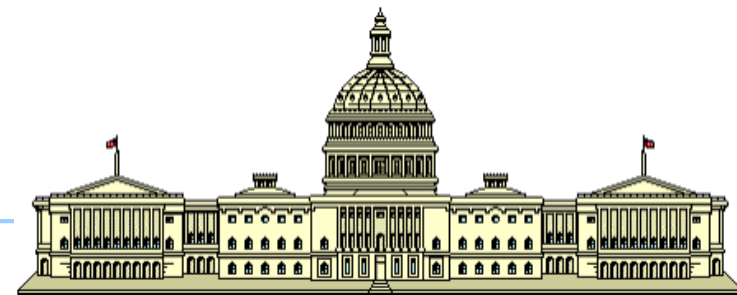
Other definitions

■ Woodrow Wilson

- Public administration is detailed and systematic execution of the law
 - excludes policy formulation as well as elected officials

■ Shafritz and Russell—the public interest

- Whatever governments do for good or ill. It is public administration's political context that makes it public--that distinguishes it from private or business administration.



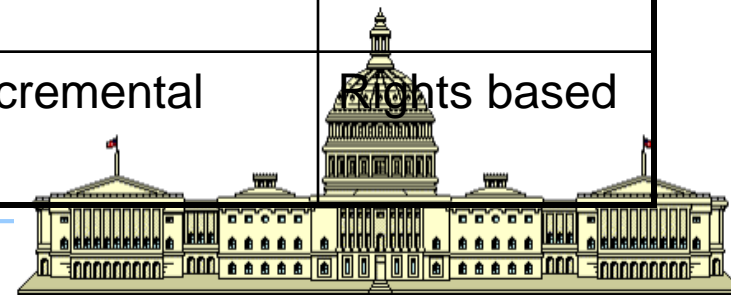
Key Approaches:

- Managerial Approach (neutral bureaucrat; apolitical)
 - Traditional Managerial Approach: Civil Bureaucracy (“scientific approach”)
 - New Public Management: Competitive, business-like
- Political approach: Public administrator as a reflection of the body politic
- Legal approach: Public administrator as adjudicator



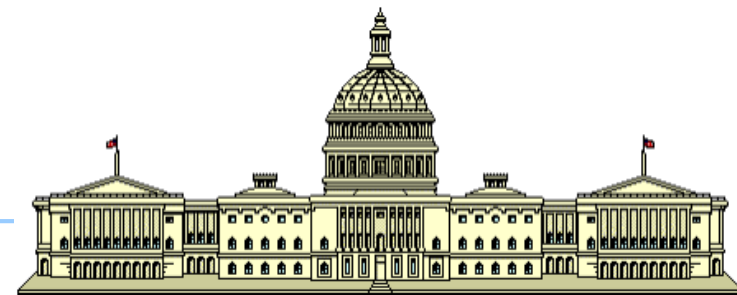
The approaches

	Traditional approach	NPM	Political	Legal
Value	Efficiency; effectiveness	Customer response	Representation, accountability	Procedural validity
Org. structure	Typical bureaucracy	Competitive	Pluralism	Adversary
Individual	Impersonal; rational	Customer	Group member	Particularistic individual
Decision making	Rational	Decentralized	Muddling through	Precedence
Function	Executive	Executive	Legislative	Judicial
Budget	Rational (cost benefit)	Performance based	Incremental	Rights based



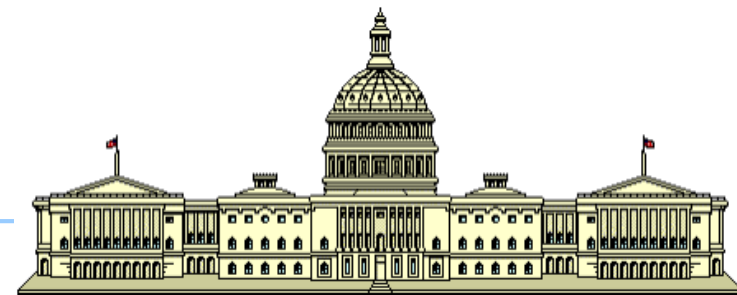
Key components of PA

- The Public/ Electoral relationship
 - Constitutional rights
 - Public Interest
 - Sovereignty
- Regulation
 - Policy/ Civil rule enforcement
- Services
 - Collective services (defense, welfare)
- Jurisdiction
 - Place bound



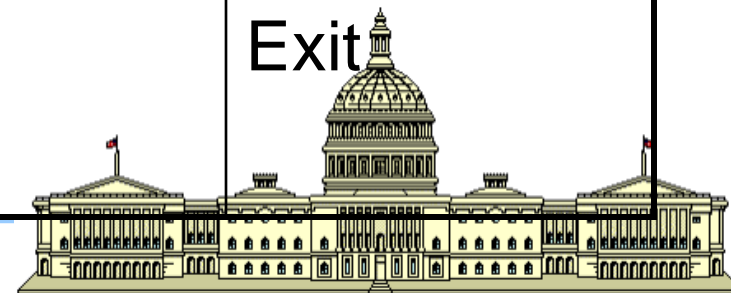
Tensions faced by public administrators

- **Efficiency v. Effectiveness**
 - reaching public goals or measuring activities?
- **Responsiveness v. Accountability**
 - responding to public needs or filling out reports?
- **Difference between outputs and outcomes**



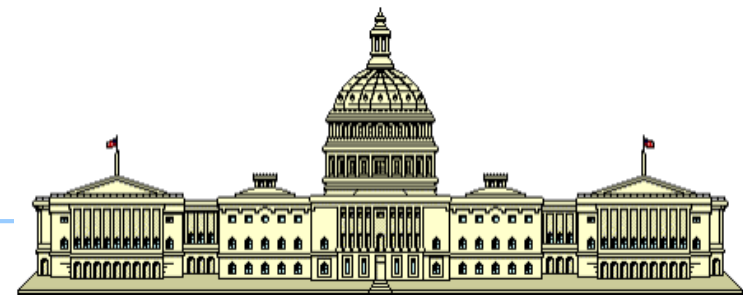
PA or MBA?

	Public	Private	NPO
Value	Service	Profit	Philanthropy
Responsive to	Polity	Shareholder	“Calling”/ funder
Basis	Monopoly	Competitive	Voluntary
Services	Collective	Excludable	Selective
Sustainability	No exit; voice	Exit	Exit



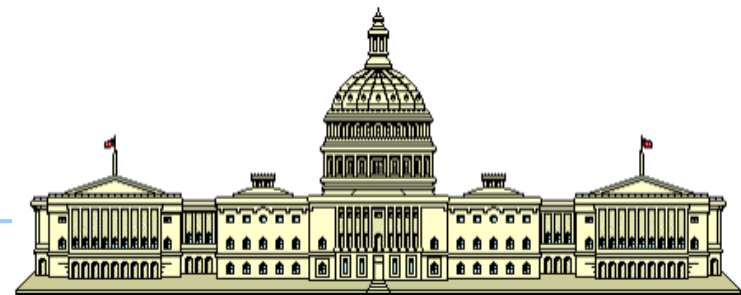
Crossovers

- Autonomous organizations
- Government chartered private organizations
- Public Private partnerships
- Third party contracting
- Comparative advantage, Cooperation, cooptation, or competition?



Three branches of Government

- Executive: merit based (professional?)
- Legislative: elected
- Judicial: appointed
- Interrelationships?



Origins and Growth of PA

■ Political Roots

- Constitution; Defense; Welfare
- Clientele departments (DOA, DOL, VA, DOC)

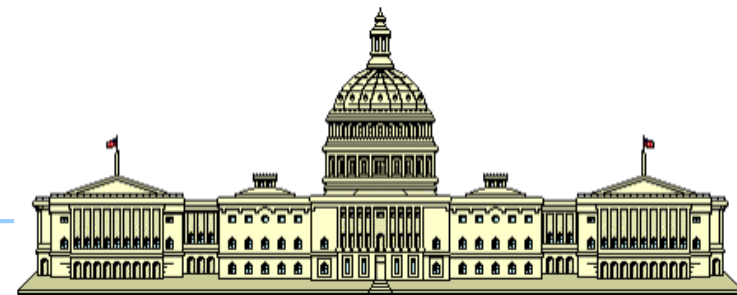
■ Legal Roots

- Public interest protections (FDA, OSHA, EEOC)

■ Managerial roots

- Overhead agencies (OMB; GSA; OPM; GAO)

■ PA and Interest groups



The Executive

- **National Executive Branch Structures**
 - **Executive Office of the President**
 - **Cabinet-level Departments**
 - **Independent Regulatory Boards & Agencies**
 - **Government Corporations**
 - **Native American Tribes**
 - **Non Profit Organizations & Associations**
- **State and Local Government Structures**
 - **Cities**
 - **Counties and Townships**
 - **Special Districts**

