

POL 305 Public Administration -- Discussion Issues 09/06/11

Core goals of public agencies—how best described?

1. Generally speaking core goals in public agencies are _____ than/as in private businesses, Why?
 - a. Clearer
 - b. Not as clear
 - c. Just as clear
2. Many argue that a public agency (for example, a police department or department of public health) *should run like a business*. Do you agree? Why or why not?

The strong regulatory dimension of public agencies

- The primacy of law
 - o But the multiplicity of (sometimes competing) constituencies supporting laws, programs and agencies.
- 3. Cite an example of one public agency, law, or program supported by different constituencies for different reasons? What effect does that have on goals?

Simple concepts of performance related to goal accomplishment.

4. Match the columns
 - a. efficiency _____ actual/expected
 - b. effectiveness _____ labor/output
 - c. productivity _____ input/output
 - _____ is/are based on questionable assumptions

Institutional goals of organizations (not in the readings)

Legitimacy, stability (or sustainability)—more fundamental than performance issues

Radin-The Accountable Juggler

- o Institutional realities for public agency leaders
 - Lack of power
 - Resource dependency
 - Multiple expectations from various *environments* (relevant interests outside the organization)
 - o Wilson's questions (bring Radin book to class)/your responses to:
 - Strategy - question 3
 - Dealing with policy - question 3
 - Dealing with politics - question 3
 - Managing programs - question 3
5. What do the Flying Karamzov Brothers have to do with bureaucratic leadership?
 6. Would you like to have Donna Shalala's current job? Why or why not?

Radin's questions relating to Raymond Wilson, incoming Secretary of the U.S. Department of Health and Human Services:

Strategy

3. What criteria should the secretary use to assess his success or failure? Should he rely on satisfying political players, focus on achieving the most efficient and least costly approaches, or highlight the substantive performance of the programs within the department?

Policy

3. How can the secretary respect individual cultures, professional expertise, and the autonomy of program units? What is the best strategy to ensure that the political team within the department generally shares a set of values and approaches?

Politics

3. Who can the secretary trust? Should he rely on the political appointees who will move in the department or can he trust the career public servants who are found within the various programs and offices?

Management Processes

3/ Are there ways that the secretary can identify high-risk programs within the department (that is, programs that are more difficult to implement than the others)?