

Edited by Thomas H. Stanton  
and Benjamin Ginsberg

# Making Government Manageable

Executive Organization  
and Management in the  
Twenty-First Century

# **Making Government Manageable Executive Organization And Management In The Twenty First Century**

**Anttiroiko, Ari-Veikko, Malkia, Matti**



## **Making Government Manageable Executive Organization And Management In The Twenty First Century:**

**Making Government Manageable** Thomas H. Stanton,Benjamin Ginsberg,2004-05-21 Publisher Description

*Meeting the Challenge of 9/11: Blueprints for More Effective Government* Thomas H. Stanton,2014-12-18 9 11 revealed serious public sector shortcomings in such areas as border security and immigration control cybersecurity and first responses to hostile acts This book focuses on how to make government more effective especially in our post 9 11 era of heightened concern for national and homeland security Meeting the Challenge of 9 11 is a top to bottom guidebook for improving government organization and performance While it specifically addresses the key issues of homeland security biodefense border security immigration control and infrastructure protection it has a broader agenda the renewal of an effective well managed government The chapter authors have extensive senior level experience in managing government organizations or in analyzing government organization and management Most are Fellows of the National Academy of Public Administration and active participants in NAPA s Standing Panel on Executive Organization and Management Nixon's Super-Secretaries Mordecai Lee,2012-08-13 The Watergate scandal of 1973 claimed many casualties political and otherwise Along with many personal reputations and careers President Richard Nixon s bold attempt to achieve a sweeping reorganization of the domestic portion of the executive branch was also pulled into the vortex Now Mordecai Lee examines Nixon s reorganization finding it notable for two reasons First it was sweeping in intent and scope representing a complete overhaul in the way the president would oversee and implement his domestic agenda Second the president instituted the reorganization administratively by appointment of three super secretaries without congressional approval The latter aspect generated ire among some members of Congress notably Sam Ervin a previously little known senator from North Carolina who chaired the Government Operations Committee and soon after the Senate s Select Committee on Presidential Campaign Activities known to the public as the Watergate Committee Asserting that Nixon s reorganization effort represents a significant event in the evolution of the managerial presidency and public administration Nixon s Super Secretaries presents the most comprehensive historical narrative to date concerning this reorganization attempt The author has utilized previously untapped original and primary sources to provide unprecedented detail on the inner workings intentions and ultimate demise of Nixon s ambitious plan to reorganize the sprawling federal bureaucracy *The SAGE Handbook of Public Administration* B Guy Peters,Jon Pierre,2012-08-16 The original Handbook of Public Administration was a landmark publication the first to provide a comprehensive and authoritative survey of the discipline The eagerly awaited new edition of this seminal international handbook continues to provide a complete review and guide to past and present knowledge in this essential field of inquiry Assembling an outstanding team of scholars from around the world the second edition explores the current state of the art in academic thinking and the current structures and processes for the administration of public policy The second edition has been fully revised and updated with new chapters that reflect emerging issues and changes within the

public sector Identifying the Antecedents in Public Performance Bureaucratic Politics Strategy Structure and Policy Dynamics Comparative Administrative Reform Administrative Ethics Accountability through Market and Social Instruments Federalism and intergovernmental coordination A dominant theme throughout the handbook is a critical reflection on the utility of scholarly theory and the extent to which government practices inform the development of this theory To this end it serves as an essential guide for both the practice of public administration today and its on going development as an academic discipline The SAGE Handbook of Public Administration remains indispensable to the teaching study and practice of public administration for students academics and professionals everywhere

**The SAGE Handbook of International Corporate and Public Affairs** Phil Harris, Craig S Fleisher, 2016-12-06 This new edition of The SAGE Handbook of International Corporate and Public Affairs builds on the success of the first edition 2005 by comprehensively updating and enhancing the material and structure setting a new standard for the practitioner and student of the global public affairs discipline The new edition includes increased international coverage of the field and a strong focus on emerging trends as well as providing a comprehensive overview of the foundations and key aspects of the discipline The Handbook is organised into six thematic sections including a generously sized section devoted to case studies of public affairs in action Foundations of PA PA and its relationship to other Key Disciplines Emerging Trends in PA The Regional Development and Application of PA Case Studies of PA in Action Tactical Approaches to Executing PA Containing contributions from leading experts in the field today this Handbook is designed to serve the needs of scholars researchers students and professionals alike

Democracy and Administration Brian J. Cook, 2007-03-04 Though his term in the White House ended nearly a century ago Woodrow Wilson anticipated the need for new ideas to address the effects of modern economic and social forces on the United States including increased involvement in international affairs Democracy and Administration synthesizes the former world leader's thought on government administration laying out Wilson's concepts of how best to manage government bureaucracies and balance policy leadership with popular rule Linking the full gamut of Wilson's ideas and actions covering nearly four decades Brian J Cook finds success folly and fresh thinking with relevance in the twenty first century Building on his interpretive synthesis Cook links Wilson's tenets to current efforts to improve public management showing how some of his most prominent ideas and initiatives presaged major developments in theory and practice Democracy and Administration calls on scholars and practitioners to take Wilson's institutional design and regime level orientation into account as part of the ambitious enterprise to develop a new science of democratic governance

**Practical Ethics In Public Administration** Dean Gueras, Charles Garofalo, 2010-10 Make the Right Choice Enhance Your Ethical Decision Making Skills Today Ethical issues arise in all walks of life but none have implications as far reaching and serious as those related to public management Most people working in the public sector want to do the right thing but the issues can be highly complex or just not lend themselves to easy answers Practical Ethics in Public Administration Third Edition provides the tools techniques and

methods needed to help meet these challenges This completely updated third edition provides public sector professionals the information they need to face the ethical issues that arise in the course of a day s work address those issues with greater self assurance perform their duties in an ethically justifiable manner and explain their actions reasonably This new edition Covers emerging ethical issues surrounding public private partnerships Examines the shift from compliance based to integrity based ethics programs Explores the context of moral competency      **Controlling Administrative Power** Peter Cane,2016-03-31 An historical and comparative explanation of some puzzling differences between the administrative law of England the USA and Australia      Interagency Collaborative Arrangements and Activities: Types, Rationales, Considerations ,2011

**Managing Risk and Performance** Thomas Stanton,Douglas W. Webster,2014-02-10 Discover analytical tools and practices to help improve the quality of risk management in government organizations Federal agencies increasingly recognize the importance of active risk management to help ensure that they can carry out their missions High impact events once thought to occur only rarely now occur with surprising frequency Managing Risk in Government Agencies and Programs provides insight into the increasingly critical role of effective risk management while offering analytical tools and promising practices that can help improve the quality of risk management in government organizations Includes chapters that contribute to the knowledge of government executives and managers who want to establish or implement risk management and especially Enterprise Risk Management ERM in their agencies Features chapters written by federal risk managers public administration practitioners and scholars Showing government officials how to improve their organization s risk management capabilities Managing Risk in Government Agencies and Programs meets a growing demand from federal departments and agencies that find themselves increasingly embarrassed by risky events that raise questions about their ability to carry out their missions      **The Emergence and Scope of the Voice of Government** Mordecai Lee,2023-03-21 Nowadays we all tend to be annoyed by bureaucracy and by propaganda if only because both touch our daily lives This book examines the intersection of those two subjects external communications emanating from government agencies When bureaucracies communicate with us directly or via the news media are we being bombarded with self serving propaganda or with helpful information to improve our lives Perhaps it is a mash up of both purposes This book examines the scope uses and history of government communications Topics of discussion include digital government disaster communication relations between the media and government agency spokespersons democratic reporting to the citizenry wartime public relations PR and how US presidents and the US Congress treated bureaucratic PR Several chapters are historical case studies such as about an astronaut who became US Assistant Secretary of State for Public Affairs In addition two chapters examine President Nixon s record while in a more light hearted vein another presents the pop culture image of government spokespersons in movies The book concludes with the origins of the academic study of external communications in public administration      **How the Post Office Created America** Winifred Gallagher,2016-06-28 A masterful history of a long underappreciated institution

How the Post Office Created America examines the surprising role of the postal service in our nation's political, social, economic, and physical development. The founders established the post office before they had even signed the Declaration of Independence, and for a very long time it was the U.S. government's largest and most important endeavor; indeed, it was the government for most citizens. This was no conventional mail network but the central nervous system of the new body politic, designed to bind thirteen quarrelsome colonies into the United States by delivering news about public affairs to every citizen—a radical idea that appalled Europe's great powers. America's uniquely democratic post powerfully shaped its lively argumentative culture of uncensored ideas and opinions and made it the world's information and communications superpower with astonishing speed. Winifred Gallagher presents the history of the post office as America's own story told from a fresh perspective over more than two centuries. The mandate to deliver the mail, then the media imposed the federal footprint on vast, often contested parts of the continent and transformed a wilderness into a social landscape of post roads and villages centered on post offices. The post was the catalyst of the nation's transportation grid, from the stagecoach lines to the airlines and the lifeline of the great migration from the Atlantic to the Pacific. It enabled America to shift from an agrarian to an industrial economy and to develop the publishing industry, the consumer culture, and the political party system. Still one of the country's two major civilian employers, the post was the first to hire women, African Americans, and other minorities for positions in public life. Starved by two world wars and the Great Depression, confronted with the country's increasingly anti-institutional mind set and struggling with its doubled mail volume, the post stumbled badly in the turbulent 1960s. Distracted by the ensuing modernization of its traditional services, however, it failed to transition from paper mail to email, which prescient observers saw as its logical next step. Now the post office is at a crossroads. Before deciding its future, Americans should understand what this grand yet overlooked institution has accomplished since 1775 and consider what it should and could contribute in the twenty-first century. Gallagher argues that now more than ever before the imperiled post office deserves this effort because just as the founders anticipated, it created forward-looking, communication-oriented, idea-driven America.

*Debating Public Administration* Robert F. Durant, Jennifer R.S. Durant, 2017-09-25

Dialog between practitioners and academics has increasingly become the exception rather than the rule in contemporary public administration circles. Bridging the gap between theory and practice, *Debating Public Administration: Management Challenges, Choices, and Opportunities* tackles some of the major management challenges, choices, and opportunities of the twenty-first century facing public managers across various subfields of public administration. Informed by contemporary pressures on public managers to reconceptualize purpose, redefine administrative rationality, recapitalize human assets, reengage resources, and revitalize democratic constitutionalism, the book offers students, practitioners, and researchers an opportunity to take stock and ponder the future of practice and research in public administration. Organized by three sets of major management challenges facing the field: Rethinking Administrative Rationality in a Democratic Republic, Recapitalizing Organizational Capacity, and

Reconceptualizing Institutions for New Policy Challenges the book takes an uncommon approach to the study of these topics In it leading practitioners and academics comment on condensed versions of articles appearing in the Theory to Practice feature of Public Administration Review PAR from 2006 through 2011 The authors and commentators focus on some of the best current research draw lessons from that literature for practice and identify gaps in research that need to be addressed They expertly draw out themes issues problems and prospects providing bulleted lessons and practical takeaways This makes the book a unique one stop resource for cross disciplinary cross sectoral and cross professional exchanges on contemporary challenges

**Encyclopedia of Digital Government** Anttiroiko, Ari-Veikko, Malkia, Matti, 2006-07-31 Containing more than 250 articles this three volume set provides a broad basis for understanding issues theories and applications faced by public administrations and public organizations as they strive for more effective government through the use of emerging technologies This publication is an essential reference tool for academic public and private libraries

**Public Personnel Management** Norma M. Riccucci, 2015-07-14 Updated in a new 5th edition Public Personnel Management by Norma M Riccucci is a concise and accessible reader containing all original articles addressing the most current issues in public personnel management Written expressly for the text by leading scholars all of the articles are either new to this edition or substantially revised Each article focuses on specific often controversial issues in public personal management such as comparative personnel management pensions sexuality health succession planning unions and the multi generational workforce

**Next-Generation Homeland Security** John Morton, 2012-10-15 Security governance in the second decade of the 21st century is ill serving the American people Left uncorrected civic life and national continuity will remain increasingly at risk At stake well beyond our shores is the stability and future direction of an international political and economic system dependent on robust and continued U S engagement Outdated hierarchical industrial structures and processes configured in 1947 for the Cold War no longer provide for the security and resilience of the homeland Security governance in this post industrial digital age of complex interdependencies must transform to anticipate and if necessary manage a range of cascading catastrophic effects whether wrought by asymmetric adversaries or technological or natural disasters Security structures and processes that perpetuate a 20th century top down federal centric governance model offer Americans no more than a single point of failure The strategic environment has changed the system has not Changes in policy alone will not bring resolution U S security governance today requires a means to begin the structural and process transformation into what this book calls Network Federalism Charting the origins and development of borders out security governance into and through the American Century the book establishes how an expanding techno industrial base enabled American hegemony Turning to the homeland it introduces a borders in narrative the convergence of the functional disciplines of emergency management civil defense resource mobilization and counterterrorism into what is now called homeland security For both policymakers and students a seminal work in the yet to be established homeland security canon this book records the

political dynamics behind the creation of the Department of Homeland Security the impact of Hurricane Katrina and the ongoing development of what is now called the Homeland Security Enterprise The work makes the case that national security governance has heretofore been one dimensional involving horizontal interagency structures and processes at the Federal level Yet homeland security in this federal republic has a second dimension that is vertical intergovernmental involving sovereign states and local governments whose personnel are not in the President s chain of command In the strategic environment of the post industrial 21st century states thus have a co equal role in strategy and policy development resourcing and operational execution to perform security and resilience missions This book argues that only a Network Federal governance will provide unity of effort to mature the Homeland Security Enterprise The places to start implementing network federal mechanisms are in the ten FEMA regions To that end it recommends establishment of Regional Preparedness Staffs composed of Federal state and local personnel serving as co equals on Intergovernmental Personnel Act IPA rotational assignments These IPAs would form the basis of an intergovernmental and interdisciplinary homeland security professional cadre to build a collaborative national preparedness culture As facilitators of regional unity of effort with regard to prioritization of risk planning resourcing and operational execution these Regional Preparedness Staffs would provide the Nation with decentralized network nodes enabling security and resilience in this 21st century post industrial strategic environment

**Department of Homeland Security Appropriations for 2008** United States. Congress. House.

Committee on Appropriations. Subcommittee on Homeland Security, 2007 *Congress Wrestling with the Rise of the Administrative State During the 20th Century* Mordecai Lee, 2025-02-05 American government was quite modest at the beginning of the 20th century Then tectonic events like the Great Depression World War II and the Cold War led to the rise of big government Congress sought to preserve its power over this burgeoning bureaucracy It created its own management bureau criminalized agency lobbying closely monitored presidential management limited agency PR and strengthened legislative liaison duties of cabinet departments These initiatives weren t always successful In the 21st century conservatives have challenged this administrative state They argue bureaucrats have too much power and want Congress and the Supreme Court to re assert control This book provides the historical context for this controversy Whether readers approve or disapprove of the rise of American bureaucracy this book recounts how things got to this point This book relates to political science American history and public administration It is intended for use as a textbook by researchers and for academic libraries

[Electronic Government](#), 2008 This collection meets the need for quality authoritative research in this domain with an authoritative collection Studies from the electronic government researchers worldwide enable libraries in academic government and other settings to provide a collection on topics like digital government electronic justice government to government information policy and cyber infrastructure research and methodologies Provided by publisher

**The Delegated Welfare State** Kimberly J. Morgan, Andrea Louise Campbell, 2011-10-01 Why are so many American social



programs delegated to private actors And what are the consequences for efficiency accountability and the well being of beneficiaries The Delegated Welfare State examines the development of the American welfare state through the lens of delegation how policymakers have avoided direct governmental provision of benefits and services turning to non state actors for the governance of social programs Utilizing case studies of Medicare and the 2009 10 health care reform Morgan and Campbell argue that the prevalence of delegated governance reflects the powerful role of interest groups in American politics the dominance of Congress in social policymaking and deep contradictions in American public opinion Americans want both social programs and small government leaving policy makers in a bind Contracting out public programs to non state actors masks the role of the state and enlists private allies who push for passage Although delegated governance has been politically expedient enabling the growth of government programs in an anti government political climate it raises questions about fraud abuse administrative effectiveness and accountability In probing both the causes and consequences of delegated governance The Delegated Welfare State offers a novel interpretation of both American social welfare politics and the nature of the American state

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