

Course Learning Outcomes for Unit VIII

Upon completion of this unit, students should be able to:

2. Examine the concept of intergovernmental reinvention in public service.
3. Appraise a code of ethics as it relates to public administration.
4. Explore applicable financial management and budgeting methods useful in public administration in order to solve real-world problems.
5. Critique management styles of public managers in public organizations as they apply to solving problems in the public agency/organization.
6. Deduce the viability of collaboration and coordination theories related to financial accountability and agency transparency in public agencies.
7. Integrate public administration theories into the evolving theoretical foundations of social equity, equality, and discrimination policies in managing public organizations.
8. Evaluate historical and contemporary public administration theories when applied to future trends in public administration.
 - 8.1 Examine important trends that produce effective public organizations.

Course/Unit Learning Outcomes	Learning Activity
2	Final Exam
3	Final Exam
4	Final Exam
5	Final Exam
6	Final Exam
7	Final Exam
8.1	Unit Lesson Article 51: Unmasking Administrative Evil (2004) Guy B. Adams and Danny L. Balfour, p. 555 Article 52: The Ethics of Dissent: Managing Guerilla Government (2006) Rosemary O'Leary, p. 567 Article 54: Public Value: Theory and Practice: Conclusions (2011) John Benington and Mark H. Moore, p. 596 Video: <i>Globalization Consequences</i> Final Exam

Required Unit Resources

Article 51: Unmasking Administrative Evil (2004) Guy B. Adams and Danny L. Balfour, p. 555

Article 52: The Ethics of Dissent: Managing Guerilla Government (2006) Rosemary O'Leary, p. 567

Article 54: Public Value: Theory and Practice: Conclusions (2011) John Benington and Mark H. Moore, p. 596

In order to access the following resource, click the link below.

Balaban, B. (Director & Producer), Rajski, P. (Producer), Allen, P. G. (Executive Producer), Allen, J. (Executive Producer), & Spurlock, M. (Executive Producer) (2014). [Globalization consequences \(Segment 2 of 3\) \[Video\]](https://libraryresources.columbiasouthern.edu/login?auth=CAS&url=http://fod.infobase.com/PortalPlayer/ylists.aspx?wID=273866&xtid=60812&luid=283814). Retrieved from <https://libraryresources.columbiasouthern.edu/login?auth=CAS&url=http://fod.infobase.com/PortalPlayer/ylists.aspx?wID=273866&xtid=60812&luid=283814>

The transcript for this video can be found by clicking the “Transcript” tab to the right of the video in the Films on Demand database.

Unit Lesson

Introduction

Welcome to Unit VIII. Most organizational goals include improving processes from a historical standpoint. In addition to newer processes, the future of public administration must also take into account the uncontrollable variables of the economy, new administrations, and changing cultures. Having a preview of the public world to come would be advantageous to any public leader. However, the reality is quite an unknown mix of chaotic and limited bits of information, which is too risky to predict. Past success can create a bridge of hope for public administrators, and this unit will project a proper balance of established characteristics and trends necessary for continued and improved public service for the future. The concepts most desired in all levels of government include governance networks, citizen participation, globalization, e-governance, and transparency.

Governance Networks

Networking structures are formulated to assist various parties to work efficiently and effectively using formal and informal associations. New perspectives on governance require up-to-date solutions—to include replacing historical or classical processes. The choice to use only in-house solutions to improve public governance challenges limits and the generation of viable solutions. Using a holistic approach to solve public problems first starts with viewing the big picture, obtaining complementary strengths from outside networks, and possibly using a reciprocity-type approach with supporting organizations. Examples of outside networks may include the use of private agencies, councils, or alliance partnerships with the same economic goals or political intentions. The framework for these networks are usually initiated by government leadership.

Citizen Participation

Are citizens a passive group of community members who want public leaders to govern without their participation? An older model or image may project this scenario, but with increased technology and transparency, trends indicate that the citizenry wants to become more actively involved in local governance (Maciag, 2014). Is it the public administrator’s responsibility to actively seek out community members who want to become involved in governing, or should citizens initiate contact with government offices to find out what type of public programs they can become involved with so they may have a voice? Public oversight is a continuous process with some projects that never have a completion date or an expiration time period when funds run out. This active cycle results in an evolving process that continuously needs new and fresh ideas from important stakeholders, including the citizens. Today’s fast-paced cycle of change will need closer and more trusting relationships with public leaders so a long-term participatory relationship may emerge between the parties.

What does a meaningful role from a citizen’s standpoint look like? Involvement should not be characterized by a single definition. Taking action on behalf of the community should entail communication in an open forum with members and public leadership. Input in this type of forum dates back to the origins of the U.S. Constitution. Public leaders wanted to share their challenges and democratic ideals. One of the forums used to communicate with the public included drafting sets of papers known as the *Federalist Papers*, and having the narrative published in newspapers. The purpose or message was to promote the public consent on what the framers had in mind for the U.S. Constitution. During the civil rights movement and during the 1960s and the 1970s, community groups organized to empower citizen rights and to connect to government more effectively. This period of time also reflected a loss of confidence in public leadership; as recent events repeat

themselves, social inequality is still prevalent today (Pew Research Center, 2018). Leaders today still need to trust what the public calls out for and trust their judgement.

Globalization

The term *globalization* is a common term in the for-profit, nonprofit, and government domains. Past generations of collaboration limited organizations' access to certain borders while, today, with available technology, organizations have many more options for shared service and coordination efforts. These include the economic factors; measures of monetary success affect more than local economies. Second, the time between transactions or information exchange can happen almost immediately. Third, social relations can now exist between individuals and organizations. The end result is that communities can now operate at a global level.

Globalization also produces challenges and consequences. Infrastructure and the capacity to uphold communities must exist in the long-term for economic benefits. Revenue and employment are key stakes that must be present for communities to thrive. With low-wage rates available at overseas locations, localities must produce benefit packages that attract companies to operate in hometowns where talent and resources will be present for the long-term. If this trend continues, multinational corporations may also close U.S. facilities and establish overseas locations for an opportunity to regain a positive economic stance. As of late, there are patriotic movements to keep U.S. companies from transplanting overseas for economic reasons. However, there are some doubts about whether this effort will be beneficial for all industry sectors (Pierson, 2017).

Local public leaders must always keep in mind that community investments should also consider maintaining an education and technology capacity. This effort is important because organizations need to be assured that a qualified employee base exists to support various organizational needs. At the state level, similar priorities exist for capturing revenue to support business enterprise. In years past, states were very dependent on federal support and foreign policy to assist with economic needs. Devolution now provides the process for states to attract foreign investment opportunities. The challenge that public administrators now face is to initiate or sustain international relationships through acceptable practices that help bring economic stability to their regions (Watson, 2017).

E-Governance

Tools for checking e-mail, using social networks, downloading apps, using an intranet for work-related functions, or using the World Wide Web have now created many more opportunities to advance governance by using *e-government* applications. The general definition of e-governance is used to describe the way government uses technology in its day-to-day functions. In comparison to other countries' Internet practices, how does the United States rank in Internet usage? The chart below depicts world regions, population totals, Internet users, growth projections, and percentage of Internet users.

World Region	Population (2018 Est.)	Population % of World	Internet Users as of 31 Dec 2017	Penetration Rate (% Pop.)	Growth 2000-2018	Internet Users %
Africa	1,287,914,329	16.9 %	453,329,534	35.2 %	9,941 %	10.9 %
Asia	4,207,588,157	55.1 %	2,023,630,194	48.1 %	1,670 %	48.7 %
Europe	827,650,849	10.8 %	704,833,752	85.2 %	570 %	17.0 %
Latin America / Caribbean	652,047,996	8.5 %	437,001,277	67.0 %	2,318 %	10.5 %
Middle East	254,438,981	3.3 %	164,037,259	64.5 %	4,893 %	3.9 %
North America	363,844,662	4.8 %	345,660,847	95.0 %	219 %	8.3 %
Oceania / Australia	41,273,454	0.6 %	28,439,277	68.9 %	273 %	0.7 %
WORLD TOTAL	7,634,758,428	100.0 %	4,156,932,140	54.4 %	1,052 %	100.0 %

Internet usage statistics
(Miniwatts Marketing Group, 2017)

The key principles of e-government entail usage and capability to support public agencies that serve the public directly. Citizens utilize Internet technologies to gain access to government services. Perceptions of e-

government application can be summarized in several constructs. Newcombe (2017) recaps five principles or applications of e-government, which are listed below:

1. provides services that the citizenry can actually utilize (e.g., driver's license renewal, paying property taxes);
2. allows the public additional access (local, state, federal websites) to short- or long-term projects, budget projections, etc.;
3. provides an open atmosphere to government processes (promote citizens' confidence in government transparency);
4. provides government information in a timely manner, and
5. provides government accountability that reflects the prudent use of public resources.

The protection or security of e-government information (cybersecurity) is a real concern for many public agencies (Wells, 2017). Citizens need to have confidence that government agencies will protect their personal information and that systems will be protected from hackers.

Transparency

Affording citizens the opportunity to review the governing process results in transparency and trust for both governing bodies and the citizenry for which it serves. Today, the tools used for this exposure of accountability mostly center around technology, which allows the public to view the informational pieces of policy, budgets, and public reports. The future of transparency actually started with the passing of the Freedom of Information Act (FOIA) in 1966. The act provides individuals with the opportunity to request information from federal government records as long as the information does not disclose confidential material on programs or people. The website starts the process to search for federal agencies, and you can click the following link to view the process: <https://www.foia.gov/>. One should first preview individual agency websites before filling out a FOIA request form, as government websites provide access to many public records. Now, and in the future, full disclosure is the ultimate goal of transparency for all public entities between government offices and members of the community. According to the Organisation for Economic Co-operation and Development (OECD), government budget documents are the most important pieces of information that citizens should have in order to ensure public funding is accounted for, and full disclosure is documented at all times (OECD, 2002). Having public information available online will allow all agencies the ability to keep citizens informed and allow the process of accountability to work effectively and efficiently.

Summary

The list would be too long to label all of the indispensable parts of effective governance; however, it is hoped that the few referenced characteristics practiced in this unit will bring about successful relationships between government and its citizens. The important trends of networks and citizen participation is vital for a checks-and-balances process on a periodical basis, and the components of government networking brings to the table outside ideas to solve public problems. Future collaboration needs to include more than just nearby city and state best practices and business opportunities. In addition, increased jobs and employment can also be found by finding overseas business opportunities (Underwood, 2013). Last, using e-government technology will continue to pave the way of the future so government services can offer transparent and efficient interactive services to its citizenry.

References

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Suggested Unit Resources

In order to access the following resource, click the link below.

Unit VIII provides an in-depth look into some of the future processes of e-governance, globalization, and transparency. The initiative to have increased citizenry participation is also a primary concern. The video segment below looks at the sociology of politics as illustrated by the story of two California ballot initiatives. The story reveals political activities that allow for grassroots public involvement in the political system and explores the benefits to individuals of such involvement.

Kammen, G. (Producer). (2005). *The power of citizen participation in politics* (Segment 1 of 4) [Video file]. Retrieved from <https://libraryresources.columbiasouthern.edu/login?auth=CAS&url=http://fod.infobase.com/PortalPlays.aspx?wld=273866&xtid=71470&luid=317676>

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