
Abstract

In many Western countries, policy makers are making greater efforts toward improving horizontal coordination and integration between departments and agencies within government than seemed to be the case in the mid-1980s. "Joined up government" is a slogan that originated in the United Kingdom but has been widely picked up elsewhere. However, not all countries are "joining up," and those that are are not all doing it in the same way. After setting out some basic definitions of terms, several of the main explanations offered in the literature for the differences in styles of coordination and integration are considered and rejected as being circular or as failing to explain enough of either the geographical variance or the changes over time. Instead, a neo-Durkheimian institutionalist explanation is presented, which is non-circular, and which, although not yet tested empirically, would provide a richer account of both geographical and historical differences. This article then reviews the public management literature to present a provisional inventory of what appear to be some of the main differences of styles of "joining up" between western countries; these are summarized in a table.


Abstract

The public manager's most formidable challenges are clearly those related to working outside of the home organization in collaborative settings. The prevalence of networking activity means that the administrator must not only manage within the agency structure but also reach out to involve a host of other governments and nongovernmental organizations because the technical and political demands of today's problems, not to speak of the resources, in large part lie outside the government administrator's agency. To approach solutions to today's problems reasonably, one must extend the boundaries of the agency and thus the governmental jurisdiction, working together with others toward solutions. In this era of public performance, agencies are also expected to achieve results. The problem is that agency performance depends on the engagement and actions of organizations external to the government. How can performance amid government-nongovernment collaboration be promoted and enhanced? This paper explores these issues, using state and local government-nongovernmental organization collaboration in economic development as a focus. It looks at collaborative management practices and how they may be oriented toward the achievement of results in the public sector.

http://mesharpe.metapress.com/app/home/contribution.asp?referrer=parent&backto=issue,2,6;journal,12,19;linkingpublicationresults,1:110916,1


Abstract
This paper offers practical insights for public managers as they work within interorganizational networks. It is based on the author's empirical study of 14 networks involving federal, state, and local government managers working with nongovernmental organizations. The findings suggest that networks are hardly crowding out the role of public agencies; though they are limited in their decision scope, they can add collaborative public value when approaching nettlesome policy and program problems.

http://www.citeulike.org/user/eab1/article/3225610


**Abstract**

*Managing within Networks* analyzes the structure, operations, and achievements of public management networks that are trying to solve intractable problems at the field level. It examines such areas as transportation, economic and rural development, communications systems and data management, water conservation, wastewater management, watershed conservation, and services for persons with developmental disabilities. Robert Agranoff draws a number of innovative conclusions about what these networks do and how they do it from data compiled on fourteen public management networks in Indiana, Iowa, Kentucky, Nebraska, and Ohio. Agranoff identifies four different types of networks based on their purposes and observes the differences between network management and traditional management structures and leadership. He notes how knowledge is managed and value added within intergovernmental networks. This volume is useful for students, scholars, and practitioners of public management.

http://www.press.georgetown.edu/detail.html?id=9781589011540


**Abstract**

Systematic study and understanding of multiorganizational settings under hollow state conditions has lagged behind the managerial practice of operating in networks, which has become an important element of governance. This article bridges this knowledge gap by exploring the intergovernmental networking component of economic development in 237 cities. The analysis distinguishes three different strategic types of networks, identifies determinants of the variation in the structure and composition of networks across strategic purposes, and demonstrates that the capacities required for operating in networks are different from that of single organizations. The implications for public management practice and theory lie not simply in the extent to which networks have become a primary organizational setting for designing and executing policy, but in the number and type of networks that exist within the policy making realm of a single city.

http://jpart.oxfordjournals.org/cgi/content/abstract/8/1/67


**Abstract**

As the use of networks in public management increases, more and larger questions expand this research arena. In many ways, public network management is in search of a paradigm equivalent to the
hierarchical-organizational authority paradigm of bureaucratic management. We raise and offer preliminary answers to seven metaquestions that address the nature of network management tasks, group process in collaboration, flexibility of networks, self-responsibility and public agency accountability, the cohesive factor of networks, power and its effect on group problem resolution, and the results of network management. The light we shed on these issues by examining the black box of networks is designed to contribute to building an empirically derived knowledge base of network management.


Abstract

To assess the effects of a firm's network of relations on innovation, this paper elaborates a theoretical framework that relates three aspects of a firm's ego network--direct ties, indirect ties, and structural holes (disconnections between a firm's partners)--to the firm's subsequent innovation output. It posits that direct and indirect ties both have a positive impact on innovation but that the impact of indirect ties is moderated by the number of a firm's direct ties. Structural holes are proposed to have both positive and negative influences on subsequent innovation. Results from a longitudinal study of firms in the international chemicals industry indicate support for the predictions on direct and indirect ties, but in the interfirm collaboration network, increasing structural holes has a negative effect on innovation. Among the implications for interorganizational network theory is that the optimal structure of interfirm networks depends on the objectives of the network members.

http://findarticles.com/p/articles/mi_m4035/is_3_45/ai_68217152/pg_1?tag=artBody;col1


Abstract

A resource dependence model is proposed as a conceptual scheme to account for organizational behavior observed under conditions where interorganizational relations are a critical environmental contingency. The model is used to explain the pattern of transactions between 19 local Employment Service offices and 249 social service organizations in New York State. Four aspects of interorganization transaction are taken as problematic: intensity, reciprocity, standardization of interaction, and the degree of perceived cooperation in the relationship. The results support the important role assigned to the manipulation of authority by the resource dependence perspective, and the findings document the minimal role played by domain consensus.


Abstract

Viewing collaboration as an imperative for public managers, scholars are calling for a better understanding of its origins, prevalence, and impact on organizational performance. The objective of this study is to explore the prevalence and the determinants of collaboration pursued in the course of monitoring government contracts. The theoretical framework proposed in this study explores the effect of several categories of collaboration determinants pertaining to government agencies, contractors, contractual relationships, services, and markets. Data were collected using semi-structured interviews administered to 69 state and local contract managers as well as nonprofit and for-profit contractors in five
jurisdictions. Qualitative analysis identifies a variety of collaborative strategies used by agencies seeking vendors' input and by vendors proposing and negotiating performance monitoring arrangements. Regressions analysing the determinants of collaboration suggest that the latter is more often pursued by nonprofit contractors and vendors with a unique expertise and higher resource dependency. Governments with advanced in-house professional capacity and willingness to collaborate are also more likely to rely on the contractors’ input. Meanwhile, high service measurability, long-term relationships, and dynamic markets reduce the likelihood of collaboration. This study suggests that collaborative performance evaluation presents both challenges and opportunities for effective contract implementation. The responsibilities of monitoring officers appear to extend beyond specifying and enforcing performance standards—they require the skills and motivation to empower contractors and to learn from their input and the professional capacity to evaluate their claims.

http://jpart.oxfordjournals.org/content/19/3/523.short


Abstract

Over the past few decades, a new form of governance has emerged to replace adversarial and managerial modes of policy making and implementation. Collaborative governance, as it has come to be known, brings public and private stakeholders together in collective forums with public agencies to engage in consensus-oriented decision making. In this article, we conduct a meta-analytical study of the existing literature on collaborative governance with the goal of elaborating a contingency model of collaborative governance. After reviewing 137 cases of collaborative governance across a range of policy sectors, we identify critical variables that will influence whether or not this mode of governance will produce successful collaboration. These variables include the prior history of conflict or cooperation, the incentives for stakeholders to participate, power and resources imbalances, leadership, and institutional design. We also identify a series of factors that are crucial within the collaborative process itself. These factors include face-to-face dialogue, trust building, and the development of commitment and shared understanding. We found that a virtuous cycle of collaboration tends to develop when collaborative forums focus on “small wins” that deepen trust, commitment, and shared understanding. The article concludes with a discussion of the implications of our contingency model for practitioners and for future research on collaborative governance.


Abstract

The paper draws on transaction cost and relational exchange theories to develop a model of the determinants of coordination costs in a collaborative contractual alliance. While some empirical research has examined certain dimensions of alliance performance, almost no studies have attempted to evaluate alliance performance by directly examining exchange costs. Data examining 393 original equipment manufacturer (OEM) supplier relationships that are governed by relational contracts found support for both the transaction cost and relational exchange perspectives. Asset specificity and environmental uncertainty directly increase coordination costs and, by altering the behavioral orientation of the alliance, relational norms lowered exchange costs.


**Abstract**

Facilitators that use a collaborative governance approach are regularly pushed, mandated, or naturally desire to achieve broad inclusion of stakeholders in collaborations. How to achieve such inclusion is an important but often overlooked aspect of implementation. To fully realize the value of collaborative governance, we investigate how institutional design choices made about inclusion practices during the critical early stages of collaboration affect stakeholders' expectations of each other's contribution to a civic program and subsequently influences collaboration process outcomes. Informed by field observations from uniquely successful community health programs, we identify two institutional design choices related to inclusion that are associated with favorable group outcomes. The first design process uses time instrumentally to build trust and commitment in the collaboration, whereas the second design process includes new participants thoughtfully to limit their risk exposure. Based on experimental economics, strategic behaviors of stakeholders are formalized as a minimum effort coordination game in a multiagent model. A series of simulated experiments are conducted to gain fine-grained understanding of how the two design processes uniquely engender and reinforce commitment among stakeholders, minimize uncertainty, and increase the likelihood of positive process outcomes. For practitioners, the findings suggest how to navigate collaboration tensions during the early stages of their development while still respecting the competing need for stakeholder inclusiveness. The theoretical framework and the multiagent method of this study embrace the complexity of collaborative processes and trace how each intervention uniquely contributes to increases in trust and commitment.

[http://jpart.oxfordjournals.org/content/early/2010/08/19/jopart.muq045.abstract](http://jpart.oxfordjournals.org/content/early/2010/08/19/jopart.muq045.abstract)


**Abstract**

Privatization and contracting activity has expanded rapidly at the state level throughout the 1990s. Yet surprisingly, state experiences with privatization have received far less attention from scholars than have federal and local government efforts. Especially lacking have been attempts to develop grounded understandings that can assist in guiding the work of state managers as they move more and more deeply into the privatization arena. This article analyzes original data provided by state government respondents, as well as government reports and research, to appraise the state of state privatization efforts and to construct a series of lessons regarding how state management of privatization and contracting processes might be improved.


**Abstract**

In this timely and insightful book, James E. Austin provides a practical framework for understanding how traditional philanthropic relationships can be transformed into powerful strategic alliances. He offers advice and lessons drawn from the experiences of numerous collaborations, including Timberland and City Year; Starbucks and CARE; Georgia-Pacific and The Nature Conservancy; MCI WorldCom and The National Geographic Society; Reebok and Amnesty International; and Hewlett-Packard and the National Science Resource Center. Readers will learn how to: find and connect with high-potential partners; ensure
strategic fit with the partner's mission and values; generate greater value for each partner and society; manage the partnering relationship effectively.


Abstract

“This article provides an empirically grounded critique of ‘Participatory-Deliberative Public Administration’, based on an in-depth study of three participatory fora in South Africa: the National Economic Development and Labor Council, the Child Labor Inter-sectoral Group and the South African National AIDS Council. Drawing freely on Habermas’ Between Facts and Norms, the article argues that coordination through deliberation is unlikely to occur in formal settings, where discourses are mostly about the accommodation of existing interests, and is more likely to be found in the informal public sphere, where the preferences of citizens are still malleable and where it is possible for civil society groups to build communicative power by articulating moral arguments that motivate and mobilize the public. This form of power can then be used by civil society groups to counterbalance other forms of (non-communicative) power that impinge on the formal decision-making sphere.”

http://ser.oxfordjournals.org/cgi/reprint/mwn030v1


Abstract

Strategic alliances range from short-term cooperative projects, through long-term partnerships and joint ventures, to transactions that permanently restructure firm boundaries and asset ownership. The economics literature lacks a framework for analyzing this plethora of governance structures. In this paper, we draw on detailed discussions with practitioners to present a rich model of feasible governance structures. Our model focuses on three issues emphasized by practitioners: spillover effects (as opposed to specific investment or hold-up), contracting problems ex post (as opposed to only ex ante), and relational contracts (as opposed to spot transactions). Using this model, we first identify the managerial challenges presented by each governance structure and then analyze which governance structure is efficient in which environments.


Abstract

Developmental dynamics are everywhere, from legislative coalition formation to the evolution of interorganizational cooperation to intraorganizational renewal. It is extremely hard to analyze such developmental processes. They are usually composed of multiple and interacting subprocesses; they are recursive; they are subject to external shocks; and the ability of participating actors to anticipate and then forestall their complete unfolding is highly confounding. This article explains what "success" would mean in understanding such processes, sketches some substantive hypotheses about how they work in the field
of interorganizational cooperation, and proposes computer simulation as a method for probing more deeply.


**Abstract**

Public contracting and procurement has historically been an area that is prone to weak management, or even corruption, as Truman’s experience illustrates. Successful contracting and procurement is often an indicator of good management throughout government. It can be a very salient public issue, because most people buy things and hire service providers in their private lives, so they can better understand government successes or failures in purchasing than they can understand many government policies. This paper examines current data on the practice of contracting and procurement among the U.S. states and compares these practices to principles of best practice.


**Abstract**

In this paper the authors model contract incompleteness “from the ground up,” as arising endogenously from the costs of describing the environment and the parties' behavior. Optimal contracts may exhibit two forms of incompleteness: discretion, meaning that the contract does not specify the parties' behavior with sufficient detail; and rigidity, meaning that the parties' obligations are not sufficiently contingent on the external state. The model sheds light on the determinants of rigidity and discretion in contracts, and yields rich predictions regarding the impact of changes in the exogenous parameters on the degree and form of contract incompleteness.


**Abstract**

This study explores in depth the theoretical and practical foundations of privatization. The argument is that decision makers at the state and local levels have largely disregarded in the 1990s the issues of propriety and legitimacy that were so prevalent in the 1980s, and by so doing, have laid the basis for privatization to expand. The strengths and weaknesses of the various organizational types are examined; and based on this examination, the study outlines the elements of a comprehensive privatization strategy. It also offers a rational typology for public-private partnerships based on function, risk, financial return to the partners, and different outcome objectives. Last, the perspective shifts to policy issues related to privatization, an empirical analysis of differentials in salaries and benefits paid to employees of public and private organizations, and concludes that privatization has had a negative impact upon compensatory equity in the US.


Abstract

This article examines the interrelation among financial returns, financial risk, and roles of the partners in public-private partnerships formed to provide local and state government functions. A balanced model of structuring public-private partnerships for purposes of comparison and discussion is offered. Then, selected functional categories of government (e.g., health and human services) are examined to determine the following for each category: (a) the social outcome objective of this functional category, (b) the general degree of financial return and financial risk that would normally be expected for such ventures, (c) the prevailing nature of managerial involvement of both parties in the partnership, and (d) the degree of conformance (or lack thereof) with the balanced model of structuring public-private partnerships. We argue that the more that public-private arrangements deviate from the balanced structural model, the greater the burden on decision makers to demonstrate that an overriding social purpose exists that justifies that deviance.

http://www.library.psmpc.gov.au/firstopac/shelf1.jsp?recno=10013031&userId=&catTable=


Abstract

The article offers an interview with Jay Benforado, director of the National Center for Environmental Innovation in the Office of the Administrator, and Jeff Lape, director of the Conflict Prevention and Resolution Center, who comment on a collaboration at the United States Environmental Protection Agency.


Abstract

The paper offers a framework to explain large scale effective practices of sharing private, excludable goods. It starts with case studies of distributed computing and carpooling as motivating problems. It then suggests a definition for “shareable goods” as goods that are lumpy and mid-grained in size, and explains why goods with these characteristics will have systematic overcapacity relative to the requirements of their owners. The paper then uses comparative transaction costs analysis, focused on information characteristics in particular, combined with an analysis of diversity of motivations, to suggest when social sharing will be better than secondary markets to reallocate this overcapacity to non-owners who require the functionality. The paper concludes with broader observations about the role of sharing as a modality of economic production as compared to markets and hierarchies (whether states or firms), with a particular emphasis on sharing practices among individuals who are strangers or weakly related, its relationship to technological change, and some implications for contemporary policy choices regarding wireless regulation, intellectual property, and communications network design.

http://www.benkler.org/SharingNicely.html

Abstract

Why are observed contracts so often incomplete in the sense that they leave contracting parties' obligations vague or unspecified? Traditional answers to this question invoke transaction costs or bounded rationality. In contrast, the authors argue that such incompleteness is often an essential feature of a well-designed contract. Specifically, once some aspects of performance are unverifiable, it is often optimal to leave other verifiable aspects of performance unspecified. The authors explore the conditions under which this occurs, and investigate the structure of optimal contracts when these conditions are satisfied.


Abstract

Many policy problems require governmental leaders to forge vast networks beyond their own hierarchical institutions. This essay explores the challenges of implementation in a networked institutional setting and incentives to induce coordination between agencies and promote quality implementation. It describes the national evaluation of the Assuring Better Child Health and Development program, a state-based program intended to increase and enhance the delivery of child development services for low-income children through the health care sector, using Medicaid as its primary vehicle. Using qualitative evaluation methods, the authors found that all states implemented programs that addressed their stated goals and made changes in Medicaid policies, regulations, or reimbursement mechanisms. The program catalyzed interagency cooperation and coordination. The authors conclude that even a modest level of external support and technical assistance can stimulate significant programmatic change and interorganizational linkages within public agencies to enhance provision of child development services.


Abstract

The study of intersectoral (across the three sectors) and intergovernmental (across the levels of government) management has become more explicit as our knowledge of networks and governance increases. We present a mini-symposium on these issues beginning with this article, which presents an overview of the origins of intersectoral management, summarizes contributions from the symposium articles, and develops topics concerning intersectoral management that could benefit from further exploration, including distributive and redistributive consequences and the role of the state; transparency in public service and policy formation; theories about the sectors; and public service practice and curriculum.

http://mesharpe.metapress.com/app/home/contribution.asp?referrer=parent&backto=issue,1,6;journal,12,19;linkingpublicationresults,1:110916,1

Abstract

Leaders in public affairs identify tools and instruments for the new governance through networks of public, private, and nonprofit organizations. We argue the new governance also involves people—the tool makers and tool users—and the processes through which they participate in the work of government. Practitioners are using new quasi-legislative and quasi-judicial governance processes, including deliberative democracy, e-democracy, public conversations, participatory budgeting, citizen juries, study circles, collaborative policy making, and alternative dispute resolution, to permit citizens and stakeholders to actively participate in the work of government. We assess the existing legal infrastructure authorizing public managers to use new governance processes and discuss a selection of quasi-legislative and quasi-judicial new governance processes in international, federal, state, and local public institutions. We conclude that public administration needs to address these processes in teaching and research to help the public sector develop and use informed best practices.


Abstract

Lisa Blomgren Bingham and Rosemary O’Leary employ an intriguing scholarly lens to analyze gaps in current collaborative management research based on the findings of scholarly papers presented during the Symposium on Collaborative Management. While pointing out the tremendous intellectual progress that is apparent in the investigations of this seminal topic, the authors conclude that there is a missing synthesis between work on collaborative public management, civic engagement, and public participation and work on negotiation, conflict resolution, dispute system design, and consensus building. The authors challenge the field to end the practice of intellectual “parallel play.”

http://www.afscmeinfocenter.org/2007/02/conclusion_parallel_play_not_c.htm


Abstract

Many widely publicized, long-term, complex contracts between private companies and municipalities are labeled public-private partnerships. Theoretically, cost savings, risk sharing with the private sector, and improved service quality are some of the substantial public benefits offered by these innovative contracts. These long-term contracts, however, in practice pose challenges that can undermine, at the local level, successful implementation. The author draws on illustrative cases to examine some impediments to appropriate innovative long-term contract transparency, effective performance guarantees, equitable risk sharing, and market-driven competition achievement. The author examines partnership model inapplicability to most business and government commercial transactions, uncontrollable circumstance risk, local resource constraint impacts, and long-term contract transparency barriers. The conclusion that when embarking on long-term contracts, strong governance structures, effective contract management, and specialized expertise must be invested in by local governments is reached.

Abstract

Many managers attempt to develop collaborative alliances with other organizations. Such strategies are difficult to implement: they are as likely to fail as to succeed. Implementing and managing an alliance is harder than deciding to collaborate. This paper explores the topic empirically through a study of one form of alliance – supply chain partnering. It presents an interaction model of partnering which shows seven contextual factors that shape, and are shaped by, human action. This context can both help and hinder the emergence of co-operative behaviour. The model is illustrated through a case study of two organizations (customer and supplier) attempting to co-operate more closely. The case shows how the cultural and other differences between the parties at first caused difficulty. Actions were taken to change aspects of the context to facilitate more co-operative behaviour. Improving interpersonal relations led to further actions to create more formal mechanisms which would support future co-operation. These appear to have contributed to the relationship exceeding the initial expectations of the partners. The interaction model illuminates both the content and process of supply chain partnering.

http://www3.interscience.wiley.com/journal/119004948/abstract


Abstract

In the introductory article to the special issue on Comparing Networks, the editors discuss the meaning of the concept of networks in relation to other recent conceptual developments in public administration such as (neo)institutional and (neo)managerial analysis. They trace the broadly understood historical development of network analysis back to the late 1960s and early 1970s and highlight some important factors in its development up to the present-day demands placed on public administration by both globalization and decentralization. The result is organizational fragmentation. Network analysis makes it clear that people working in government and administration will have to learn to think of organization as an external, not internal activity. The prospect is that hierarchical control will be replaced by continuing processes of bargaining among interested parties within most fields of public administration.

http://www3.interscience.wiley.com/journal/119112671/abstract


Abstract


**Abstract**

This article inquires about the sufficiency of institutional exchange theory in explaining the impacts of intergovernmental power structure on agency policy making. Based on rational behavior, transactional exchange, and game playing, this so-called new institutionalism points to the degree of autonomy held by an agency in its collaboration with other government jurisdiction as a principal determinant of a patterned bias in agency policy outcomes. The author first summarizes theory arguments and derives hypotheses about agency outcomes that are skewed to favor some interests over others. He then reports results of a multiple regression analysis of a sample of forty-two transit agencies. Findings indicate that institutional exchange matters a good deal more than alternative theses, but the theory does not fully explain specific relationships.


**Abstract**

Public administrators have long wrestled with the problem of bringing professional policy knowledge or technical expertise to bear on decision making in a contentious policy arena. A common solution addresses political conflict by developing institutions that buffer decision making from the regular influence of elected official. This article compares the effects of politically buffered decision making relative to politically influenced decision making by drawing on case studies of county efforts to site and develop landfills and incinerators in New York State. Some of these counties created a special district government known as a "public authority" in an effort to remove the "politics from decision making." Others used their regular line agencies. The cases show that the public authority siting processes were less likely to accommodate political concerns and more likely to focus on research-based policy or technical criteria. However, this professional focus then made them vulnerable to political conflict and likely contributed to the high failure rate of the public authority projects. In contrast, the more successful line agency processes, influenced by elected officials' political concerns, tended to arbitrage away political conflict at the expense of professional or technical considerations—but these processes were more likely to succeed. One case provides a possible middle ground. Rather than arbitraging away points of conflict, the administrators aggressively pushed decision making back into the political process, making elected officials choose the policy options. This process required elected official leadership, education, and commitment and resulted in decisions that were professionally and technically informed as well as resilient to political conflict.


**Abstract**

States interact with each other in ways that have consequences for the American federal system. The focus of this article is interstate cooperation-multistate efforts to pursue shared agendas or solve common problems. Three mechanisms are examined: interstate compacts, multistate legal actions, and uniform state laws. The data show that during the 1990s, states engaged in all of these behaviors but at differing
rates. Furthermore, the explanations for interstate cooperation vary. Government capability proved to be an important explanation but in opposite ways: more capable states join multistate legal actions, and less capable states adopt uniform state laws. The implications for the federal system are considerable: effective interstate cooperation may offer an alternative to federal legislation. For state officials, the implications are equally significant: interstate cooperation spawns administrative networks that fall outside traditional structures.


Abstract

The authors are concerned that a remaining refuge of substantive democracy in America, the public sector, is in danger of abandoning it in favor of the market model of management. They argue that contemporary American democracy is confined to a shrunken procedural remnant of its earlier substantive form. The classical republican model of citizen involvement faded with the rise of liberal capitalist society in the late nineteenth and early twentieth centuries. Capitalism and democracy coexist in a society emphasizing procedural protection of individual liberties rather than substantive questions of individual development. Today's market model of government in the form of New Public Management goes beyond earlier "reforms," threatening to eliminate democracy as a guiding principle in public-sector management. The authors discuss the usefulness of a collaborative model of administrative practice in preserving the value of democracy in public administration.


Abstract

Empirical evidence on the determinants of variations in service contracting across U.S. local governments is evaluated. Four main categories of explanatory variables are analyzed: fiscal stress, scale and market structure, public preferences, and the power of public employees. The evidence contains fundamental deficiencies that include poor measures of the theoretical constructs, reciprocal relationships between contracting out and the explanatory variables, and additive tests of mediative theories. The consequence is that the determinants of service contracting remain largely undetected. Furthermore, the empirical studies add very little to the existing body of knowledge on the reasons for policy variations across local governments.

http://uar.sagepub.com/cgi/content/abstract/34/1/150


Abstract

“Changes in the social, political and economic make-up of contemporary society have resulted in greater emphasis on competition, entrepreneurship, individualization and fragmentation but, at the same time, there has been growing calls by the community for improved connection between government and citizens, and greater integration and cooperation. Since governments cannot afford to tolerate excessive levels of tension between constituents and other stakeholders, and the previous systems of integration on
their own are no longer sufficient, there is a need for new processes and mechanisms of connection. Universally, networked forms based on horizontal integration principles have been presented as the new mode for social connection. Despite their apparent simplicity, networked arrangements offer a wide array of options, structures and potential outcomes. This paper explores and analyses the emerging need to customize these linkages between governments and community to optimize inherent benefits of these modes of working. It is proposed that in this context, new ways of working together require specialized mixing, matching and managing of networked arrangements between government and citizens.”


Abstract

As managers have turned to advanced technologies to promote service delivery, partnership arrangements have attracted great attention. Given the struggle between limited fiscal capacities and rising public expectations, the use of partnerships has emerged as a strategy of government leaders who wish to benefit from advanced technologies. Despite the importance and use of these arrangements, little empirical research has appeared on the characteristics of partnerships that may alternatively promote or impede their success. This research isolates several key characteristics from the implementation and interorganizational literatures and investigates empirically their impact on the cost and operational benefits of a geographical information system project. Our findings suggest that partnerships do provide a reasonable approach to service delivery; however, the effectiveness of these arrangements is tempered by the number of partners involved, the degree to which decision authority is shared among the partners, the amount of resources shared among the group, the formality of the arrangement, and the level of leadership commitment.


Abstract

An important decision confronting public managers is choosing when to contract for service delivery. We focus on two service characteristics that transaction cost theory suggests may influence the chances of contract success. Asset specificity is the extent to which resources applied to delivering a service can be applied to other services, and ease of measurement is the extent to which the quality and quantity of service outcomes and outputs can be easily gauged. Drawing on a survey of public managers’ perceptions of these dimensions for 64 common municipal services, we review previous studies of contracting to investigate how these two transaction costs factors influence governments’ decisions about whether to contract, how to manage contracts, and when contracting is likely to be successful. Our survey and review shed light on how public managers should manage contracting and how scholars should further investigate this important subject.

http://mesharpe.metapress.com/app/home/contribution.asp?referrer=parent&backto=issue,3,7;journal,14,19;linkingpublicationresults,1:110916,1

Abstract

The contracting of public services has been an integral part of public managers' work for a long time, and it is here to stay. This essay sums up current research on the topic for busy practitioners and scholars. Where are we today with respect to the problems and pitfalls of contracting out, from balancing equity with efficiency to confronting the frequent problem of imperfect markets?

http://www3.interscience.wiley.com/journal/118561391/abstract


Abstract

In this paper, we identify the implications of different levels of contract completeness for the delivery of public services. While numerous factors influence the effectiveness of more or less complete contracts, achieving a win-win outcome - in which both parties to a contract achieve their goals - is in part contingent on the degree of trust between the contracting parties. We explore how varying levels of trust interact with the degree of contract completeness to influence contract effectiveness across different circumstances. In particular, we draw on examples of two types of commonly contracted, but distinctly different public services - refuse collection and social service provision - to illustrate how contracting governments often adapt contract completeness in response to changes in the level of trust with the vendor. We show how contracts become less complete over time as trust evolves between parties, as well how less complete contracts become more complete when trust deteriorates between parties. As such, we explore when contracting is risky for both governments and vendors and how contract relations can be structured to help create win-win outcomes for both.

http://www.ingentaconnect.com/content/routledg/lgs/2007/00000033/00000004/art00008


Abstract

Public managers and their political overseers can choose from several approaches as they decide how to structure the delivery of goods and services to citizens. The three most common service-delivery modes are: internal service delivery, in which the government produces the entire service; contracts with other governments, private firms, or nonprofit organizations; and joint service-delivery arrangements. Traditionally, governments’ decision to ‘make or buy’ has been framed statically: public managers and their political overseers select one delivery mode over alternatives and then remain committed to that delivery approach. Of course, in practice, service-delivery choices can be more fluid: internal service delivery can later change to contracts, and contracts can later be internalized. Changing service-delivery modes is a potentially costly undertaking. Governments that elect to switch typically make changes to existing production systems and management systems. Varying costs associated with the alteration of existing production and management systems make switching from some modes of service delivery easier than others, depending in part on how the service was initially delivered. In general, the costs of changing from direct service delivery to contract service delivery are likely to be high: managers have to dedicate significant time and effort to dismantling existing production and management systems and building new ones. On the other hand, the service-delivery decisions of contracting governments are likely to be more
dynamic because they have typically already incurred the costs of changing at a previous date. Sometimes governments internalize services when they have been using joint or contracted service delivery, whereas at other times they remain in the market by switching vendor type. In this paper we examine how governments’ previous service-delivery choices structure their future choices. We analyze panel data from the 1992 and 1997 International City/County Manager Association’s Alternative Service Delivery surveys along with data from the US Census and other sources. Our results suggest that service-delivery choices exhibit strong inertia, although when change occurs the previous service-delivery mode influences the likelihood of changing to other service-delivery modes in important ways. In general, governments which have already internalized the upfront costs of changing modes of service delivery are more likely to approach service-delivery choices more dynamically in future decision making.

http://www.envplan.com/abstract.cgi?id=c0633


Abstract

Although a vast literature explores government contracting out for the delivery of publicly financed services, comparatively little of this analysis, whether descriptive or explanatory, focuses on the American states. Accordingly, the present research has two primary goals. It first examines the extent of contracting out by state agencies and the perceived effects of this activity on the quality and costs of service delivery. The second aim is to develop a model of contracting out by state agencies and to test it empirically using appropriate hierarchical linear modeling (HLM) statistical techniques. The analysis incorporates individual agency variables (level I) and contextual information regarding the states (level II). The findings reveal—not surprisingly—that contracting out for the delivery of services by state governments is very common, employed by more than 70 percent of responding agencies. State agencies, however, do not seem to achieve the main goals that are advocated by proponents of contracting out, at least not routinely. About half of the agencies engaged in contracting out for the delivery of services acknowledge improved service quality, but barely one-third report decreased service costs. Results of the HLM analysis indicate that most of the variables that help to explain contracting out by state agencies are agency-specific, and that the state-level contextual variables, with the exception of fiscal factors, play a much smaller role. Consistent with some literature, this overall finding suggests that privatization has entered a new, less ideological phase, in which it has become an accepted practice across the American states, subject mainly to the circumstances of individual agencies.

http://jpart.oxfordjournals.org/cgi/content/abstract/15/3/393


Abstract

Between 2003 and 2006, researchers facilitated a collaborative learning process with representatives of Los Angeles neighborhood councils and officials from city agencies. In two cases, each involving a large city agency, the quality of responsiveness on the part of agency officials to participating citizens was substantially different. This study considers the reasons why agency officials differed in their responsiveness. Using an inductive qualitative and quantitative content analysis across three sources of data, the study develops theory pertaining to bureaucratic responsiveness to citizens in collaborative processes. Specifically, the case findings are generalized to theory through seven propositions for future
study. The study's key finding is that administrator and citizen perceptions of their own and the other party's roles may influence the quality of responsive behavior in collaborative activity. The propositions identify subfactors or contingencies that may allow administrators to be more responsive to citizens in collaborative processes.


Abstract

People who want to tackle tough social problems and achieve beneficial community outcomes are beginning to understand that multiple sectors of a democratic society—business, nonprofits and philanthropies, the media, the community, and government—must collaborate to deal effectively and humanely with the challenges. This article focuses on cross-sector collaboration that is required to remedy complex public problems. Based on an extensive review of the literature on collaboration, the article presents a propositional inventory organized around the initial conditions affecting collaboration formation, process, structural and governance components, constraints and contingencies, outcomes, and accountability issues.


Abstract

The authors offer an overview of persuasion theory, directed toward negotiators. Persuasion is defined as "the principles and processes by which people's attitudes, beliefs, and behaviors are formed, are modified, or resist change in the face of others' attempt at influence." (p.144) To better understand these principles and processes, the authors employ a dual-process model of information processing, which combines aspects of both systemic and heuristic models. They hope that a better understanding of persuasion will improve negotiators' competence and success.

Persuasion plays a crucial role in successful conflict resolution. The authors explain, "negotiated settlements most typically fall apart if the parties to the settlement do not truly believe that it is in their self-interest. For a negotiated settlement to stand the test of time, both parties have to be persuaded that the settlement is in some sense optimal." (157) Negotiators will be more persuasive if they understand which type of information processing is predominates at each particular stage of negotiations, and if they formulate their persuasive appeals in light of that understanding.


Abstract
This paper is an initial investigation into the factors which affect the efficiency and effectiveness of decentralized resource reallocation schemes. Two groups of experimental factors are examined. The first group is comprised of features of the decision-making processes of the independent managers while the second refers to characteristics of the organizational and operational arrangements.

http://www.sciencedirect.com/science?_ob=ArticleURL&_udi=B6VB7-45K6VDN-GG&_user=10&_rdoc=1&_fmt=&_orig=search&_sort=d&view=c&_version=1&_urlVersion=0&_userid=10&md5=686658a834537abce9669612a1e33f17


**Abstract**

The idea of this paper is that if decision-making processes are more considered in a procedural rationality assumption, then the interplay of trust and calculative reasoning, and, at a more collective level, the interplay of contracts and social networks may be clarified. We use Lindenberg’s framing theory to define enlightened self-interest as the rationality of contractual relationships. Cooperation is then explained by the willingness to pursue the relationship which, from the background, decreases the salience of the gain frame. This willingness is supported by a process of mutual relational signaling. When temptations of opportunism are strong, cooperation needs to be embedded, first in a formal contract and then, if stakes are too high, in a social network. In this framework, we show that the acceptance of contractual incompleteness by the parties is a positive signal, which favors cooperation.

http://www.ingentaconnect.com/content/klu/mago/2003/00000007/00000002/05119168


**Abstract**

Can e-governance fulfill the ideal of citizen-centric government around the world? This comparative study examines Taiwan and the United States and offers PAR readers relevant management and policy lessons. The research utilizes a framework that captures the institutional, organizational, and technological drivers of e-governance performance. The results indicate that the United States and Taiwan excel in different areas, but could improve in others and thereby learn from each other.


**Abstract**

Critics on the implementation of new privatization initiatives implemented every year in the U.S. Result of the privatization of the state workers compensation system; price of privatization; level or amount of privatization in the U.S.

http://www.in.gov/library/3153.htm

**Abstract**

The topic of privatization - outsourcing or contracting - seems to have re-emerged recently as a controversial management issue for state policymakers. This article reports findings of a recent national survey conducted by The Council of State Governments of selected agency directors in the 50 state governments, offers lessons learned from the previous experiences and raises key issues for future privatization activities. Contracting has been the most widely used method used by state governments to privatize, followed, to a much less extent, by public-private partnerships. Most budget and legislative service agency directors reported on savings from privatization to be 5% or less. But many of them could not answer whether privatization saved their state agency money or not, while 18% said it has resulted in no savings. There are a number of key issues for state policymakers to consider when contemplating privatization either on a statewide or agency-wide basis.

http://proquest.umi.com/pqdweb?index=0&did=629334311&SrchMode=1&sid=1&Fmt=2&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1226689479&clientId=3739


**Abstract**

The paper develops a theoretical framework for analyzing the exchange structure in the trading of imperfectly imitable and imperfectly mobile firm resources. It first explores the conditions for such resources to be gainfully traded between firms and then investigates the interconnections between barriers to imitation and impediments to trading. A major part of the paper is devoted to developing an integrative and yet parsimonious model for assessing the exchange structure between firms that are involved in the trading of strategic resources in the face of significant transaction cost problems. The model is applied in the last part of the paper to the analysis of the choice between acquisitions and collaborative ventures.

http://www3.interscience.wiley.com/journal/113455519/abstract?CRETRY=1&SRETRY=0


**Abstract**

This article introduces a framework of antecedents, processes, and perceived outcomes to evaluate interorganizational collaborations for children and family service delivery in Los Angeles County, California. The results showed that resource acquisitions, organizational legitimacy, partner characteristics, and supply-side preconditions for collaboration could affect perceived collaboration outcomes. The effects of most of antecedents on perceived outcomes were, however, mediated by collaborative processes and perceived effectiveness of collaborative ventures were mainly premised on the existence of processes for leveraging resources and building trust between partners.

http://www.informaworld.com/smpp/content~db=all~content=a930873990

The “devolution revolution” was a central issue in American intergovernmental relations in the 1990s. Judgments about the outcomes of intergovernmental policy changes varied among scholars of American federalism. Some argued that intergovernmental relations shifted substantially in the direction of devolution toward the states in the 1990s. Others were skeptical about the existence or degree of devolution during the decade. This essay examines shifts in state–national relations during the 1990s. The research centers on national fiscal and regulatory influence on the states. Data from the 1994 and 1998 American State Administrators Project surveys were used to measure state agency heads' perceptions of national influence on state governments and administrative agencies. Confirmatory factor analysis was employed to confirm the finding that perceived national fiscal and regulatory influences changed in the 1990s. There was an identifiable and distinct decline in the aggregate and average levels of national fiscal and regulatory influence from 1994 to 1998. Just as national influence accrued gradually across prior decades, it appeared to decline gradually in the 1990s. The shift was more an evolution than a revolution. Additionally, there was a clear and noteworthy shift toward convergence in perceptions of national fiscal and regulatory influence. This empirical finding lends credence to the “coercive cooperation” phrase coined by Elazar to describe the changes of state–national relations near the end of the twentieth century. For practicing public administrators one central finding emerges from this analysis. The turbulent waters of intergovernmental management have become increasingly murky. The blending of fiscally based cooperation with regulatory-related conflict (or coercion) calls for greatly enhanced management skills.


Diversity in the workplace is a central issue for contemporary organizational management. Concomitantly, managing increased diversity deserves greater concern in public, private, and nonprofit organizations. The authors address the effects of diversity and diversity management on employee perceptions of organizational performance in U.S. federal agencies by developing measures of three variables: diversity, diversity management, and perceived organizational performance. Drawing from the Central Personnel Data File and the 2004 Federal Human Capital Survey, their findings suggest that racial diversity relates negatively to organizational performance. When moderated by diversity management policies and practices and team processes, however, racial diversity correlates positively with organizational performance. Gender and age diversity and their interactions with contextual variables produce mixed results, suggesting that gender and age diversity reflect more complicated relationships. This article provides evidence for several benefits derived from effectively managing diversity.

Intergovernmental and intersectoral networks are changing the nature of public policy and administration. In this article, The Collaborative Democratic Network discuss deliberative and participatory processes as methods of governance. The Network calls for a research and education agenda and for scholars and teachers of public administration, public policy, planning, political science, and related fields to use their research and teaching to meet the challenge of integrating citizens into policy and decision-making processes.


Abstract

Is the public getting a good deal when the government contracts out the delivery of goods and services? Phillip Cooper attempts to get at the heart of this question by exploring what happens when public sector organizations—at the federal, state and local levels—form working relationships with other agencies, communities, non-profit organizations and private firms through contracts. Rather than focus on the ongoing debate over privatization, the book emphasizes the tools managers need to form, operate, terminate or transform these contracts amidst a complex web of intergovernmental relations.

Cooper frames the issues of public contract management by showing how managers are caught in between governance by authority and government by contract. By looking at cases ranging from the management of Baltimore schools to the contracting of senior citizen programs in Kansas, he offers practical information to students and practitioners and a theoretical context for their work.


Abstract

This article discusses questions regarding public administration ethics. What are the normative foundations for public administration ethics? This question has plagued all who have attempted to engage in research, education, and training in administrative ethics. Usually it is framed less formally, often simply posed as whose ethics should be adopted in making ethical decisions in government. Typically the questioner assumes all we can turn to are our own personal ethical perspectives rooted in religion, political commitments, secular philosophies, or some highly personal ethical orientation that has been improvised through socialization, life experience, and coping with the world of work. The notion that there is another category of ethics called professional ethics seems not to have been acknowledged and understood generally among students and practitioners of public administration. This is probably because there is no clear consensus about what the normative substance of a professional public administrative ethic might be. Also, the lack of strong professional identity means public administration has left most thinking only of their employment role rather than understanding with clarity the difference between the obligations of employment by an organization and those associated with being a member of a profession.


Abstract
Civic engagement and collaborative public management are concepts that are defined broadly, making theoretical explication challenging and practical application of empirical research difficult. In this article, the authors adopt definitions of civic engagement and collaborative public management that are centered on the citizen and the potential for active citizenship. Following a historical review of civic engagement in the United States, a conceptual model of five approaches to civic engagement is offered. Citizen-centered collaborative public management is enhanced through these approaches. The authors suggest the need for further empirical research on collaborative public management that is grounded in citizenship action.


**Abstract**

Previous studies have confirmed the interdisciplinary nature of the field of public administration (Mosher 1956; Ventriss 1991; Forrester 1996; Rodgers and Rodgers 2000; Schroeder *et al.* 2004) and encouraged the exploration of one important indicator of interdisciplinarity: research collaboration. One way that collaboration patterns are explored is through the study of co-authorship among faculty members (Smart and Bayer 1986; Forrester 1996; Katz and Martin 1997). In the field of public administration, studies on co-authorship and productivity of scholars are sparse. In this article, we use bibliometric data to explore collaboration patterns as they relate to productivity levels and quality of publications within the field of public administration. Our study finds that more productive scholars, as well as those with the highest impact, are less likely to collaborate than their colleagues. Our results also indicate that there are gender differences in collaboration patterns and productivity within the field of public administration.


**Abstract**

We argue that repeated interaction and high-powered formal contracts can be either substitutes or complements, depending on the relative impact of repeated interaction on incentive problems and contracting costs. In the offshore drilling industry, we find that oil and gas companies are less likely to choose fixed-price contracts as the frequency of their interaction with a driller increases. This supports the conclusion that repeated interaction and high-powered formal contracts are substitutes in this setting, indicating that repeated interaction reduces incentive problems more than contracting costs. In addition, we find that using instrumental variables to account for the endogenous matching of drillers to projects strengthens our results.


**Abstract**

Collaboration is a warm, friendly word currently used to describe a cooperative manager—subordinate relationship. In this study, the authors first specify a meaning for collaboration and then, from stories told by competent cabinet members at the state level, extract evidence of collaborative and directive managerial relationships in problem solving. Based on these stories, collaboration is usefully seen as one tool among several (directive, devolution, collaboration) rather than as a consistent manager style.
Therefore, from the perspective of style, managerial behavior is more paradoxical than consistent. As a sidebar, devolution emerges as closer to directive behavior than to collaborative behavior as a way of relating to subordinates.


**Abstract**

Interagency collaboration is frequently described as a pivotal element of environmental and public health problem solving; yet, there is little systematic evidence to document the conditions under which interagency collaboration is effective. If, as is widely believed, collaboration can promote comprehensive problem solving, then understanding the determinants of interagency collaboration is fundamental to improving environmental quality and promoting public health. This article examines factors promoting or inhibiting effective working relationships between environmental agencies and state and local public health departments in Wisconsin on a range of environmental and public health policy problems. Data collected using a web-based Internet survey of agency personnel are analysed. The results suggest that previous collaborative experience is important for public health departments at the state and local level, and structural incentives to collaborate are systematically linked to effective interagency collaboration.


**Abstract**

Strategic alliances have been recognized as arenas with potential for opportunistic behavior by partners. Hence, a firm needs to have an adequate level of confidence in its partner's cooperative behavior. In this article we examine the notion of confidence in partner cooperation in alliances and suggest that it comes from two distinct sources: trust and control. We make the argument that trust and control are parallel concepts and that their relationship is of a supplementary character in generating confidence. In addition, we suggest that control mechanisms have an impact on trust level and that the trust level moderates the effect of control mechanisms in determining the control level. Finally, we discuss various ways to build trust within strategic alliances and important alliance control mechanisms.


**Abstract**

The importance and challenges of networking and knowledge sharing for attacking wicked problems have been aptly described by Weber and Khademian in their provocative PAR essay, “Wicked Problems, Knowledge Challenges, and Collaborative Capacity Builders in Network Settings” (March/April 2008). We argue in this essay, however, that a broader category of equally challenging but more commonplace “tangled” problems lies in a vast middle ground between routine and wicked problems. Think, for example, of the tangle of actors involved in operating a public school or a military base, or the tangle of programs that a social worker must navigate in order to help the families he or she serves. Success in
coping with these kinds of challenges ultimately depends on finding ways to overcome the “need to know” default option in most organizations and moving to a “need to share” network culture.


Abstract

One of the few issues on which public management scholars agree in theory is the centrality of the democratic ethos. Public policy has recently paid attention to more democratic forms of policy making (e.g., participatory policy analysis), and public administration has periodically studied and advocated increased citizen participation in the processes of government. But the field of public management scholarship has yet to make a similar commitment to the democratic ethos, despite some contemporary practices (flattened hierarchies, self-managing teams) that represent democratization in public organizations. This essay reasons why public management should be more democratic, some ways in which it is not, and proposes some ways in which the focus of scholarship and practice should be directed.


Abstract

The authors are concerned that a growing number of firms are forming too many ‘bandwagon’ alliances … in a vacuum of strategic consideration and, as a consequence, are placing their organizations at a competitive disadvantages. Because of implementation problems associated with differing management styles, cultures, operational practices and degrees of control, not too many firms can point to having positively capitalized on the potential advantages. In fact some researchers believe the failure rate of alliances to be as high as 50 per cent or more. The authors believe it is timely to put alliances into a strategic context and provide senior management considering this business route with guidelines for success.


Abstract

Stewardship theories have been proposed as a basis for the reform of roles and responsibilities of principals and agents in government-contracted service relations and for the development of effective methods for ensuring accountability (and quality) in contracted human services. This article reports on an empirical field study that assessed the utility of external control methods derived from principal-agent theories and used to ensure accountability in contracted services. Assessments were based on evaluations provided by government case managers and caregiver employees in service-providing organizations. The article considers whether methods derived from stewardship theory could replace or supplement external control methods when they fail to uphold accountability or when accountability gaps exist. The author argues that methods derived from stewardship theories could fill some accountability gaps, but systemic
problems in contracted human services must also be addressed. Additional research on stewardship theory and methods derived from it is also needed.

http://arp.sagepub.com/cgi/content/abstract/32/4/455


Abstract

For many years the proponents of New Public Management (NPM) have promised to improve public services by making public sector organizations much more ‘business-like’. There have been many investigations and empirical studies about the nature of NPM as well as its impact on organizations. However, most of these studies concentrate only on some elements of NPM and provide interesting, but often anecdotal, evidence and insights. Perhaps exactly because of the large amount of extremely revealing and telling empirical studies, there is, therefore, a lack of a systematic identification and understanding of the nature of NPM and its overall relevance. This paper contributes to a systematic identification and understanding of the concept of NPM as well as its multi-dimensional impact on public sector organizations. First, the paper aims at (re-) constructing a comprehensive taxonomy of NPM’s main assumptions and core elements. Secondly, the paper tries to provide a more comprehensive and meta-analytical analysis of primarily the negative consequences of NPM-strategies for public sector organizations as well as the people working in them.


Abstract

What makes organizations so similar? We contend that the engine of rationalization and bureaucratization has moved from the competitive marketplace to the state and the professions. Once a set of organizations emerges as a field, a paradox arises: rational actors make their organizations increasingly similar as they try to change them. We describe three isomorphic processes—coercive, mimetic, and normative—leading to this outcome. We then specify hypotheses about the impact of resource centralization and dependency, goal ambiguity and technical uncertainty, and professionalization and structuration on isomorphic change. Finally, we suggest implications for theories of organizations and social change.

http://www.jstor.org/stable/info/2095101


Abstract

The article offers a look at the recovery operation of the space shuttle Columbia. The author suggests that recovery efforts and disaster response could be made due to collaboration. Problems that were solved included the recovery of the remains of the astronauts, investigation of the accident cause, debris collection, and forensic analysis. They required the collaborative effort of 450 federal, state, and local government agencies, private companies, and nonprofit organizations including community emergency operations centers, police, fire fighters, the National Guard, the American Red Cross, and the Salvation Army.

**Abstract**

This article fills a gap in both the public management and human resources literatures by applying a conceptual model supported by a criteria-based evaluative framework to assess and compare the nature and capacity of city government human resources management systems. Various management reforms have swept through many American governments recently, but practitioners and researchers have not reflected carefully on how these reforms contribute to management effectiveness. One management system that has received relatively little systematic attention is human resources management. The existing research about assessing human resources is sparse, focuses on the private sector, and fails to converge upon a set of criteria for evaluating human resources management systems comprehensively. In earlier work, we proposed a theory that dissects the black box of government management to identify key management systems and define their contribution to management capacity and to overall government performance. In this article, we refine this model by developing a set of criteria that serve as indicators of the effectiveness of human resources management systems. We apply our framework and criteria to a sample of cities in an empirical analysis that measures human resources management capacity and controls for two key environmental contingencies: unionization and government structure. We find that higher capacity governments are able to achieve better human resources outcomes, and that more unionized governments and those that lack a senior professional administrative officer generally have lower human resources management capacity.


**Abstract**

Two trends carry opposite implications for the United States’ ability to advance collective goals in 2020 and beyond. One trend involves cooperation between the public and private sectors; the other involves competition. The future shape of public service organizations hinges on the precise trajectories and relative tempos of these trends. So, to a fair degree, do the prospects for American commonwealth. “Collaboration” carries a rather specific meaning here. The label for this trend refers to joint efforts by public and private actors, each wielding a degree of discretion, to advance a goal that is conventionally considered governmental. Collaboration so defined overlaps with many conceptions of public–private partnership, but the latter term has become hopelessly ambiguous, tagged to everything from a contract for hauling urban garbage to a compact for ending global poverty.


**Abstract**

What government activities should be contracted out to private companies? This thoughtful book by a Harvard policy analyst shuns global answers and explores how to examine individual cases.


**Abstract**

The latest in a series exploring twenty-first-century governance, this new volume examines the use of market means to pursue public goals. "Market-based governance" includes both the delegation of traditionally governmental functions to private players, and the importation into government of market-style management approaches and mechanisms of accountability.


**Abstract**

Alliance Advantage aims to help today's managers and their companies be more successful in their efforts to create and guide thriving alliance strategies. Alliance Advantage provides both conceptual and practical tools for analyzing the design and performance of alliances. Here, for the first time, is a comprehensive guide that will help managers build new collaborations and improve existing ones. Each chapter examines a different aspect of an alliance, from selecting the right partners to minimizing conflicts to determining further commitments.

http://www.strandbooks.com/app/www/p/profile/?isbn=0875846165


**Abstract**

This article considers some of the risks associated with multi-agency working, especially barriers to collaboration within partnerships between public agencies and their core professions. The article explores the hypothesis that an inability to act collaboratively comes from a fundamental resistance to diversity, both within and across organizational and professional boundaries. It uses a case study of two interacting partnership settings from youth justice and from safeguarding children and young people. The research examines how better integrated, more diversity astute partnerships might act as a catalyst for others to establish better collaboration.

http://www.informaworld.com/smpp/content-db=all~content=a921954250


**Abstract**

This article focuses on different aspects of organizational change with respect to collaborative research conducted by Veterans Administration Medical Center, Salem, Virginia and Virginia Tech, Center for Public Administration and Policy to evaluate the medical center's efforts to reengineer its operations. To focus on the internal changes that are necessary at the field level, the management must recognize competition over the correct vision, include professions with very different ideas of how restructuring should occur (physicians, nurses, social workers), and acknowledge local-level coalitions. Particularly
salient is the role played by unions, which must align the goals of restructuring with their missions. It is also important to note that as the implementation is occurring, many other environmental conditions also affect morale—for example, a flat-line budget for three years, threats of layoffs, a change in mission to emphasize offsite patients rather than hospitalization, and critiques of the restructuring by veterans' interest groups.


Abstract

Salem Medical Center, Virginia and Virginia Tech, Center for Public Administration and Policy to evaluate the medical center's efforts to reengineer its operations. The project's success depended on the willingness of everyone involved to address twin concerns: the center's need for usable information on the impact of the restructuring effort, and the students' need to gain knowledge and experience from their evaluation research. Undoubtedly, many such class projects are undertaken by graduate classes in public administration programs across the country, just as many public and nonprofit agencies turn to public administration programs and departments for assistance. Too often, either the agency or the academic partner completes the project with a sense it did not get as much out of the collaboration as it had hoped. In this case, the partnership turned out to be mutually beneficial because both sides recognized the importance of incorporating multiple perspectives and using triangulated methods of investigation.


Abstract

Dissatisfaction with conventional regulatory approaches has led to an emerging new governance paradigm (NGP) in environmental and natural resources (ENR) management. This NGP is premised on a need to reconceptualize ENR management regimes, reconnect with stakeholders, and redefine what constitutes administrative rationality in the public and private sectors. The ultimate fate of the NGP is in doubt, however. This essay argues that the NGP is best appreciated as an effort to graft managerial flexibility onto an otherwise inflexible regulatory regime—an effort that has left a halfway, halting, and patchworked regulatory regime in its wake. Applying John Gaus’s notion of the ecology of public administration as an analytical framework, the essay addresses three questions: (a) What were the sociopolitical, technological, and economic factors propelling and delimiting the NGP over the last quarter of the 20th century; (b) how likely are they to endure; and (c) with what consequences for ENR managers, regulators, and regulatees in the 21st century?


Abstract

In this article we offer a view that suggests that a firm’s critical resources may span firm boundaries and may be embedded in interfirm resources and routines. We argue that an increasingly important unit of analysis for understanding competitive advantage is the relationship between firms and identify four potential sources of interorganizational competitive advantage: (1) relation-specific assets, (2) knowledge-sharing routines, (3) complementary resources/capabilities, and (4) effective governance. We examine each of these potential sources of rent in detail, identifying key subprocesses, and also discuss the isolating mechanisms that serve to preserve relational rents. Finally, we discuss how the relational
view may offer normative prescriptions for firm-level strategies that contradict the prescriptions offered by those with a resource-based view or industry structure view.

http://www.jstor.org/pss/259056


**Abstract**

The article offers a look at the City of Charlotte, North Carolina, which made the decision to collaborate with Mecklenburg County in the joint use of facilities. The author suggests that all levels of government are facing choices that involve collaboration as a means of making the most of scarce resources in response to increasing service-level demands. The article mentions the Mecklenburg County Commission and the Charlotte City Council. The application of the joint use task force model within the city is discussed. The author focuses on three important terms in collaboration: champion, communicate, and culture.


**Abstract**

This article examines the institutional preconditions or rules that shape collaborative natural resource management between public agencies and citizen groups. In particular, it asks: How do the preconditions surrounding a given natural resource, such as property rights, legislative frameworks, and agency performance incentives, circumscribe the possibilities for collaboration? Drawing upon irrigation and forest management policies and practices in India from the mid-1800s onward, it is argued that the context of irrigation provides some opportunities for supporting agency-citizen collaboration, whereas such efforts in forestry are unlikely to succeed without fundamental structural change.


**Abstract**

Initiatives to encourage and stimulate the involvement of citizens but also various societal organizations in decision making can be seen in a wide variety of European countries. Citizen panels, citizen charters, new types of participation, and other forms are being used to increase the influence of citizens on decision making and to improve the relation between citizens and elected politicians. In the Netherlands a lot of local governments have experimented with interactive decision making that is enhancing the influence of citizens and interest groups on public policy making. The main motives to involve stakeholders in interactive decision making are to diminish the veto power of various societal actors by involving them in decision making, improve the quality of decision making by using the information and solutions of various actors, and bridge the perceived growing cleavage between citizens and elected politicians. In this article six cases are evaluated. The cases are compared on three dimensions: the nature and organization of participation, the way the process is managed (process management), and the relation with formal democratic institutions. These organizational features (in terms of both formal organization and actual performance) are compared with the results of the decision-making processes in the six cases. The article shows that the high expectations of interactive decision making are not always met. It also shows that
managing the interactions—called process management in network theory—is very important for achieving satisfactory outcomes.


**Abstract**

This volume seeks to demonstrate that the pattern of American federalism—the American partnership—has been a constant one since the early days of the Republic. The principal hypothesis developed in the following chapters is that virtually all the activities of government in the nineteenth-century United States were cooperative endeavors, shared by federal and state agencies in much the same manner as government programs are shared in the twentieth century. Established in the first decades after the adoption of the Constitution, the character of the American partnership has changed relatively little over the years despite the great change in the amount of governmental activity at all levels of government in relation to the total activity of American society (the “velocity of government”).


**Abstract**

Cross-sectoral partnerships are increasingly seen as a solution to the most pressing social problems facing contemporary societies. Sectoral rationales for partnership suggest that public, private, and nonprofit organizations each possess distinctive advantages that can enhance the effectiveness, efficiency, and equity of public agencies’ efforts to address social issues. We present an exploratory quantitative examination of this argument, using primary and secondary data from 46 UK local government service departments. The results indicate that public-public partnership is positively associated with effectiveness, efficiency, and equity, but that public-private partnership is negatively associated with effectiveness and equity. Public-nonprofit partnership is unrelated to performance. Our study therefore suggests that cross-sectoral partnership does deliver, but that the prospects of public service improvement may depend on the sectoral choice that organizations make.

http://jpart.oxfordjournals.org/content/20/3/679.short


**Abstract**

The study of crisis and emergency management—or mismanagement—during Hurricane Katrina will continue to proliferate in the near future. This article presents a global and international perspective on Katrina as a case of “grand failure” in crisis and emergency management, with lessons and implications for future crisis management. Benefiting from empirical data collected from international interviews, the essay presents a theoretical analysis of emergency governance and crisis management, discusses a detailed global perspective on Katrina crisis management as “management and leadership crisis,” offers a number of key lessons learned from Katrina, and draws policy and administrative recommendations for future crisis and emergency management through a theory of “surprise management” that is adaptive, collaborative, and citizen engaging and draws on chaos and complexity theories to cope with hyper-uncertainties and unknowns.

**Abstract**

There is high interest in economic development efforts involving cooperation or collaboration among metropolitan jurisdictions. To determine why some local governments engage in cooperative agreements while others do not, this paper investigates transaction obstacles, including bargaining, information, agency, enforcement, and division problems. The authors then advance an institutional collective action explanation for intergovernmental cooperation, focusing on the conditions under which these transactions costs are low. This work anticipates that the costs associated with interlocal cooperation are influenced by the demographic characteristics of communities, local political institutions, and the nature of regional government networks. Empirical analysis based on a national survey of local development officials provides support for several predictions from this model and identifies policy variables that, in turn, increase the prospects for cooperation, specifically through the development of informal policy networks.


**Abstract**

The public organization of the future will be more collaborative, the boundaries will be more porous, and there will be more connecting to the public as well as to other jurisdictions and to the private and nonprofit sectors. Ultimately, the organization of the future will be primarily concerned with the process of acting, and structures will be seen as interrelated with actions rather than as independent of actions.


**Abstract**

The increased role of government contracts in the funding of nonprofits has heightened tensions as governments seek accountability and nonprofits seek to preserve autonomy. Considering both sides of the contract market, this article suggests that the threat of government funding is exaggerated. Nonprofits are attractive contractor options because of their experience and trustworthiness. Governments should recognize that excessive intrusions limit the advantages of the nonprofit sector. At the same time, nonprofits should be conscious of the implications of public funding, just as they must be of other sources of funding.

http://www3.interscience.wiley.com/journal/112786544/abstract


**Abstract**
Government, business and nonprofit organizations have a history of working together to achieve public purposes but as the lines that distinguish each entity have become blurred, collaborative efforts can also reveal tensions and fault lines among the sectors.

The Three Sector Initiative, a collaboration between the Conference Board, the Council on Foundations, Independent Sector, the National Academy of Public Administration, the National Alliance of Business, the National Civic League and the National Governors Association, studies how cross-sector collaboration can better serve the public and the missions of organizations.

"Working Better Together," a joint publication of the collaboration, written by R. Scott Fosler, a visiting professor at the University of Maryland, identifies the elements of successful partnerships, and the roadblocks that can derail cross-sector collaborations.


Abstract

Using a sample of 645 nonprofit organizations in Canada, the authors construct and validate a regression model to explain predisposition to collaborate. Organizational factors such as size and type (feminist or not) were found to be related to the extent of formal collaborative activity. However, the strength of these factors as predictors of behavior was amplified or reduced by the intervening perception of the impact of environmental changes. In addition, the perception of these pressures was shown to intensify the motivation to collaborate, which in turn increases the probability of engaging in formal interorganizational activity. This study contributes to the body of knowledge about collaboration because previous research has not investigated the influence of a combination of factors on collaborative behavior.

http://nvs.sagepub.com/cgi/content/abstract/31/4/549


Abstract

This article offers a look at Gavin Newsom, the mayor of San Francisco, California. According to the author, Newsom serves as a good example of collaborative public management with his successful programs known as SFStat, which he launched with the intention to create an efficient, effective, citizen-based government, and the HOME Team project, which emerged as a by-product. SFStat is a forum that allows city departments to present data on budgets, human resources, and service delivery to a panel made up of the mayor, chief of staff, budget director, controller, city attorney, and the human resources director.


Abstract
The prisoner's dilemma and stag hunt games, as well as the apparent benefits of collaboration, have motivated governments to promote more frequent and effective collaboration through a variety of policy approaches. Sometimes, multiple kinds of policies are applied concurrently, and yet little is understood about how these policies might interact with each other. This study uses a simulation approach to examine one such case, when policies focused on increasing collaboration competence interact with those that motivate parties to collaborate based on payoff and non-payoff incentives. Theoretically, our findings suggest seven testable hypotheses for future, rigorous research. Practically, our initial findings suggest that increasing competency generally improves the performance of incentive-based policies, but not always. Exhortation policies can go too far and may be more prone to doing so when the target population's competency is higher. This means that decision makers are more at risk of applying too much exhortation effort, especially if they are also concurrently applying a competency-building approach. © 2011 by the Association for Public Policy Analysis and Management.


Abstract

The article is an extensive review of the literature on interorganizational relations. Three arenas of interorganizational relations (IOR) are identified: arenas of resource procurement and allocation, political advocacy, and organizational legitimation. In studying IOR within arenas of resource procurement and allocation, analysts have focused on power dependency and the problems of overcoming environmental uncertainty. In studying IOR within arenas of political advocacy, students have paid special attention to coalition formation and efforts at collective action. In studying IOR within arenas of organizational legitimation, analysts have examined organizational efforts at identifying with highly legitimate community and/or societal symbols. In this review both the theory and research to date are discussed.

http://arjournals.annualreviews.org/doi/abs/10.1146/annurev.so.11.080185.001433


Abstract

The Department of Homeland Security (DHS) transition has shown problems between executive political leadership, management associations, and labor unions, despite “collaborative efforts,” resulting in bureaucratic inertia. This means slower incremental changes for proposed personnel reforms based on private business models advocated by presidential administrations in recent years. The author submits that collaborative organizational reforms advocated by those at the top of the pyramid have been stymied by differences in knowledges between executives, managers, and workers in the DHS. The executive level of knowledge continues dominating public organizations at the continued expense of workers through management initiatives such as the new public management and collaborative public management movements.

http://aas.sagepub.com/content/42/3/343.short

Abstract

Privatization research lacks an understanding of the scope and nature of informal service delivery relationships between nonprofits and local government. This article reports on a study of local service delivery partnerships in Georgia using survey and interview data. In addition to assessing the frequency of noncontractual partnerships, this study builds on B. Guy Peters's definition of public-private partnerships to delineate the control-formality dimensions of these partnerships more clearly. The agency theory notion that a trade-off occurs between formality and control is also tested. The findings show that most public-private partnerships involving nonprofits are led by government agencies, and they are only weakly collaborative in the sense of shared authority or resources. Often, community norms substitute for formal service agreements. The study concludes with suggestions for further research regarding trust and behavioral norms in public-private partnerships.

http://www.ingentaconnect.com/content/bpl/par/2008/00000068/00000001/art00016


Abstract

This study seeks to understand similarities and differences in why local governments and nonprofits choose to collaborate, particularly when those relationships are not governed by formal contracts or grants. Exchange, transaction, and resource dependence theories are used to understand the perceived advantages and disadvantages of collaboration as expressed by local government and nonprofit executives. Based on two large, comparable samples from Georgia, the analysis finds that the two sectors demonstrate a remarkable similarity in the benefits they seek from public-private partnerships, but with some key differences. The motivation to partner is driven by a desire to secure those resources most scarce for the respective sector: expertise and capacity for government, funding for nonprofits. Nonprofit executives generally exhibit a stronger undercurrent of negativity toward intersectoral partnership than do their public sector counterparts. This article discusses possible reasons for these similarities and differences and contributes to the scholarship linking capacity with organizational outcomes.

http://nvs.sagepub.com/cgi/content/abstract/36/3/389


Abstract

Does board diversity or representativeness influence organizational performance? Though it is understudied in both the public and the nonprofit sectors, learning more about this critical subject can enhance organizational performance within highly collaborative settings. Community mediation centers, which rely on multiple public and private resources to meet their programmatic objectives, provide excellent case studies for analyzing the impact of different kinds of interorganizational linkages on organizational performance. A multitheoretic view incorporating agency, resource dependence, and stakeholder perspectives is employed through a national sample and a two-stage analysis using a logic
model to test the cumulative impact of board characteristics and interorganizational relationships on organizational outcomes. Organizations’ collaborative capacity depends on several kinds of boundary-spanning activities, including network ties, revenue sources, and the number of stakeholder groups represented on the board.


Abstract

The article offers a look at how public administrators can prepare leaders for high-stakes collaborative action. The author discusses the career of Darrell Darnell, who joined the Office for State and Local Domestic Preparedness Support, which eventually became known as the Office of Grants and Training, a part of the United States Department of Homeland Security. Darnell used advanced training and education to implement plans such as the National Response Plan of 2004 and participated in the Top Officials 3 simulation.


Abstract

Although there is no shortage of general studies and theories of leadership, the same cannot be said for public leadership. This concern surfaced as a critical issue among scholars at the 2008 Minnowbrook III conference. Drawing from that discussion, this article calls for invigorating the study of public leadership within public administration (PA). We present the case for public leadership, that is, leadership for the public good, where challenges are complex, stakeholders are many, values are conflicting, and resources are limited. Traditional, generic models of leadership—as in, leading followers toward some specific goal—do not align well with these current challenges. We argue for studying public leadership specifically, rather than trying to retrofit existing concepts of leadership from business management or elective politics. PA should be the leading voice in understanding and promoting public leadership. By examining previous public leadership scholarship through three broad lenses—the character of public leadership, the function of public leadership, and the jurisdiction of public leadership—we develop theoretical propositions designed to drive a revitalized research agenda. We conclude with a set of research questions we see as critical to crystallizing the significance of public leadership.

http://jpart.oxfordjournals.org/content/21/suppl_1/i83.short


Abstract

Local social service agencies throughout the world have begun encouraging or requiring social service providers to form community-based networks for the delivery of publicly funded social services. Little is known, however, about the nature of the resulting networks. In this article we develop a model of organizational, programmatic, and community influences on the size and scope of interorganizational
networks for social service delivery. We then apply this theoretical framework to an empirical study of service delivery networks in the Family Preservation Program in Los Angeles County. Our findings suggest that the availability of potential partners in the community, the scope of required services, and the ethnic homogeneity of the client population are key determinants of network size. We develop the implications of the results for theories of partnership formation and for more effective management of network formation processes.


Abstract

The International Group for Policy and Program Evaluation (Inteval) serves as a forum for scholars and practitioners of public policy to discuss ideas and developments as a community dedicated to enhancing the contribution of evaluation to government. From the group's studies has emerged a concern with the impact of public management reforms. Collaboration in Public Services examines collaboration in the delivery of public policies and identifies the challenges for policy and program evaluation.

Written by a mix of academics, program managers, evaluators, and auditors, this volume explores the forms and challenges of collaboration in different national contexts.


Abstract

Although it is widely assumed that there has been a surge in the use of alternative service delivery methods, few empirical studies have examined the degree to which privatization actually has increased. This study examines the levels of privatization in cities over a 10–year period. The findings suggest that the use of privatization increased significantly between 1982 and 1992 for the 596 cities included in this inquiry.

http://www3.interscience.wiley.com/journal/119212490/abstract?CRETRY=1&SRETRY=0


Abstract

A study which compares six cities delivering the majority of their services via contracting arrangements with six cities of similar size and scale that do not and ranks them on the basis of productivity. The study found lower costs in contracting cities these differences were not found to be significant, although this may have been partly due to the small sample size.

**Abstract**

This concise, readable text focuses on privatization at the municipal level, blending theory with practical matters, and containing real-life examples of privatization. It presents the practical arguments and theoretical frameworks for and against using privatization, summarizes the evidence on efficiency between public and private organizations performing similar tasks, and includes numerous examples of privatization taken from the real-world of city management.


**Abstract**

Focusing on business units (SBUs) in diversified firms, this study investigated the relationships among control systems, resource sharing, and competitive strategies and their interactive effects on SBU performance. Empirical results indicate that output control and high resource sharing are associated with higher effectiveness for a low-cost strategy and behavior control and high resource sharing are associated with higher effectiveness for a differentiation strategy.


**Abstract**

As urban problems have increased in complexity, public decision makers face the seemingly insurmountable task of meeting the service needs of their citizens at an affordable cost. To help, they have begun to view partnerships with private (for-profit or nonprofit) organizations as offering the potential for improving the effectiveness and efficiency of service delivery. Little is known, however, about the circumstances under which these alliances form, the motivations for entering into such agreements, or the unique benefits and costs associated with these arrangements. Understanding these factors will allow us to more realistically align our expectations with the role that these alliances can reasonably be expected to play in the designs of service delivery systems and their performance.


**Abstract**
Strategic alliances, which are voluntary partnerships between firms on product, technology or service exchange, sharing and joint development, are structural tools that can accomplish various goals and thus can result in various performance outcomes. A number of potentially relevant issues concerning these alliances remain unexplored. Aside from the role of social networks on alliances, other social aspects further inform these arrangements. These include the greater inclination of senior managers towards alliances, which may be either due to direct experience or to vicarious knowledge of them, and the creativity of alliances in terms of manner and magnitude. The question of where alliance competencies lie in an organization has not likewise received much attention, as are major conflicts within individual and across multiple alliances.


Abstract

The paper shows how the time considerations - especially concerning contract duration - affect incomplete contract theory. We consider a bilateral trade setting where contracting, investment, trade, and renegotiation take place in continuous time. Time is not only a dimension along which the relationship unfolds but also a continuous verifiable variable that can be included in contracts. We show that incentives for efficient investment can be provided either through a chain of constantly renegotiated fixed-term contracts; or through a renegotiation-proof 'evergreen' contract - a contract of indefinite duration that includes an option of unilateral termination with advance notice. We provide a detailed analysis of properties of optimal contracts.


Abstract

Existing research stops short of explaining why nonprofit organizations develop certain forms of collaborations instead of others. In this article, the authors combine resource dependency, institutional, and network theories to examine the factors that influence the likelihood that nonprofit organizations develop formal types of collaborative activities vis-à-vis informal types. Based on the survey data of 95 urban charitable organizations, the study has found that an organization is more likely to increase the degree of formality of its collaborative activities when it is older, has a larger budget size, receives government funding but relies on fewer government funding streams, has more board linkages with other nonprofit organizations, and is not operating in the education and research or social service industry.

http://nvs.sagepub.com/cgi/content/abstract/34/3/340


Abstract
A partial redirection is proposed for the activities of ASPA's Section on International and Comparative Administration (SICA) as it enters its second quarter century. Implicit in the SICA mission is the task of integrating the study and practice of comparative and international administration, but much remains to be done in bringing about closer collaboration than has been achieved in the past between specialists in these two subfields.


**Abstract**

The five books reviewed here substantiate their statement. Three of them concentrate on what most of us normally think of when we think of privatization—that is, the contracting out of local public services to profit-seeking companies—but the remaining two are different; one is far broader in scope, and the other is far narrower. This review begins with the broader book, and ends with the one.


**Abstract**

Purpose – The purpose of this paper is to use the New Zealand electricity industry as a case study to describe and understand the importance of collaborative relationships in coping with the changes faced by sectors of the industry over the last two decades.

Design/methodology/approach – A multi-method qualitative approach is used to investigate the nature of industry relationships. Data were collected through two-phase in-depth interviews with key electricity employees. Secondary documents and archival records were used to support participant contributions.

Findings – The research finds that the majority of the collaborative relationships in the New Zealand electricity industry are “forced”. Nevertheless, and despite the preclusions of competition, relationships continue to support the strategic imperatives of firms and form an important component of firm-level operation.

Originality/value – The study provides an understanding of collaboration within a new contextual setting – the New Zealand electricity industry. To the best of one's knowledge, no other study has attempted to assess the importance of collaboration on these industry players. The qualitative analysis undertaken made it possible to discover insights that would not have emerged from more commonly used quantitative methodologies.


**Abstract**

Whether dealing with Public-Private Partnerships (PPP), or with other forms of service provision and delivery, public managers face difficulties in responding to ever-growing demands for more and better
quality services. The question of how to do more, but without doing more of the same, can perhaps be answered partially through the use of some of the recently developed and innovative tools that build on Web 2.0 and by the application of Citizen Relationship Management. This article discusses a simple input-output Public-Private-Citizen Collaboration (PC2) framework which reflects the collaborative interactions through which public and private stakeholders can exchange and process information with citizens. The framework highlights the need for genuine involvement of the public and suggests that by utilising new Web 2.0-based tools citizens can participate both in the processes of creating and crafting web-based content and in enhancing service design. If used in relation to PPPs such tools may very well be able to help governments access much needed information so as to both better visualise and actualise public value in PPP-based service delivery.


Abstract

Interorganizational collaboration is not an easy process to implement successfully, yet it is becoming a significant means of achieving organizational objectives in turbulent environments. Creating Collaborative Advantage draws on the work of authors with a high level of relevant experience, providing a thought-provoking and highly accessible introduction to this new concept. The book begins by developing a framework of key dimensions for understanding collaboration. It highlights the differing rationales and contexts involved and the range of elements that need to be explored before embarking on collaborative endeavors. Next, the volume focuses on collaboration in practice. It examines the problems that can occur when different aims, cultures, procedures, power resources, and professional languages cross organizational boundaries, paying close attention to the importance of creating and sustaining value for the participants in these contexts. Finally, the book addresses the processes of acting as facilitator to collaborative groups, discussing how and why a third-party facilitator role can be helpful, and exploring the various processes and techniques that can be used. Creating Collaborative Advantage is invaluable reading for students and professionals in strategic management, public sector management, management science and operations research, and general management.


Abstract

Inter-organizational collaboration has been argued to present as many complex challenges as it tries to solve. In this paper, we explore the role of tradition in these challenging and problematic contexts. In particular, we are concerned with the ways in which traditions emerge, endure or change in relationship with (and in the context of) collaborative structures. Our research in three collaborative situations indicates that traditions can be found at work in collaboration at a range of temporal depths amongst overlapping groups, networks and societal structures. Through the characterization of the different temporal depths of traditions and their relationship to collaborative structures, this paper develops a theory of the role of tradition in collaboration. In particular, through drawing out the effects of the different forms of tradition in collaborative network structures, this study also yields insights for the theory and practice of interorganizational collaboration.

Abstract
This article presents the Interpretive Clustering Approach to theory building from Research Oriented Action Research data as a means of creating theory to support the reflective practice of public managers. Tenets about the nature of theory suitable for supporting reflective practice are developed and discussed; these relate to recognizability, generalizability, creativity and integrity. The characteristics required of the approach to allow it to satisfy the tenets are explored. In the process of this exploration several methodological concepts are introduced including notions of faithfulness, possibilities, tentative relevance, cautious certainty, forcing the rhetoric, inclusion of examples and attractive conceptual tags.


Abstract
This paper draws on the findings from a research project on partnership arrangements between the police and housing departments on three Australian public housing estates to tackle problems associated with illicit drug activity and anti-social behaviour (ASB). The analysis focused on the setting up of the partnerships and the interactions that followed from these institutional arrangements. The assumption that informs the paper is that when studying partnerships there is a need for a more critically framed analysis. The temptation to posit ‘a successful model’ of what partnership entails and then to judge practices in relation to this model is considerable, but it inevitably falls into the trap of constructing a narrative of partnership success or failure in terms of individual agency (that is, the degree of commitment from individuals). The analysis undertaken in this paper has therefore sought to fathom a more complex set of organizational processes. Rather than confine the discussion to issues of success and failure, the study foregrounds the subjective accounts of individuals who work within partnership and the constraints they encounter. The paper therefore makes explicit the cultural tensions within and across agencies, contestation as to the extent of the policy ‘problem’, and the divergent perspectives on the appropriate modes of intervention.


Abstract
Recently, there has been a growing interest in the development of collaborative relationships between organizations. Much attention has been given to how organizations “expand the pie” of benefits between them; however, there is little that addresses the ensuing issue: how organizations divide the expanded pie. The author examines the relational impact of pie sharing in complex collaboration contexts marked by uncertainty in resources and output, information asymmetries, intangible aspects, and noncomparable factors and processes. The author develops a conceptual framework that examines how the use of equity and equality sharing principles in conjunction with various resource and organizational conditions can be
used to affect relational outcomes systematically. Survey results of 300 research and development managers, scientists, and engineers indicate that sharing principles can have a positive or negative effect on the relationship depending on the type of sharing principle used and the characteristics of the resources and organizations. In particular, sharing processes should be responsive to the goals of the collaboration. The results underscore the strategic nature of the sharing phenomenon as well as the importance of relational concerns in complex and uncertain interorganizational settings.


**Abstract**

Trust, which occurs at the organizational and interpersonal levels, is generally believed to be important for the success of interfirm relationships. We explore the effects of interaction between the two types of trust on negotiators' motivation to solve problems of adaptation in relational contracting. What we find is that too much trust is as bad as too little. Solutions are furthest from optimal when both organizational and interpersonal trust are high or both are low.

http://www.accessmylibrary.com/coms2/summary_0286-677341_ITM


**Abstract**

The author analogizing the U.S. Department of Homeland Security to a corporate conglomerate consisting of multiple, formerly independent operating units with little in common and even less history of cooperation. This response to Charles Wise prescribes the “bitter medicine” of interoperable communications. The critical function of assuring homeland security and disaster preparedness cannot depend on the uncertain trajectory of adaptive response.


**Abstract**

This paper examines the effect of coordination patterns and administrative arrangements on the accomplishment of policy goals in the delivery of employment and training services under the Job Training Partnership Act (JTPA). JTPA is carried out in an intergovernmental, multiorganizational setting in which state and local JTPA administrative entities must obtain the support of a variety of other administrative agencies if JTPA goals are to be achieved. The act requires that employment and training coordination plans be written at both the state and local levels to link the activities of these disparate organizations. The organizations themselves have primary missions that overlap, but are not identical. Requirements and written plans are no guarantee that coordination will occur; even if it does, there is no guarantee that it will improve performance.

http://www.questia.com/googleScholar.qst?docId=5001370122

Abstract

Successful adoption of collaborative service delivery requires that governments develop better capacity to handle potential pitfalls. In this essay, Yijia Jing of Fudan University and E. S. Savas of the City University of New York provide a framework that compares and contrasts the management practices in China and America. Both nations favor collaborative service delivery and engage in it extensively. Can China’s state-affiliated strategy and the United States’ competition-oriented strategy both work effectively? Such distinct systems, embedded in vastly different socioeconomic and political institutional environments decisively influence the effectiveness of collaborative service delivery management in the two countries.


Abstract

Privatization and contracting out have enjoyed widespread popularity in the current climate of government reform. Frequently, privatization and contracting initiatives are pursued because they are consistent with popular political positions. Among the political benefits of privatization is credit claimed by elected officials—including governors for—reforming and shrinking government, thereby reducing taxpayer burdens. For administrative leaders, benefits include gubernatorial approval and support. Yet the rhetoric of capturing market efficiencies through privatization and contracting often masks the reality of administrative "load shedding" and the management challenges that accompany the transition.

http://www.accessmylibrary.com/coms2/summary_0286-511127_ITM


Abstract

As government faces more complex problems, and citizens expect more, the way government delivers services and results is changing rapidly. The traditional model of government agencies administering hundreds of programs by themselves is giving way to one-stop services and cross-agency results. This translation implies collaboration—within agencies; among agencies; among levels of governments; and among the public, private, and nonprofit sectors. The first part of this book describes what networks and partnerships are. The second part presents case examples of how collaborative approaches have actually worked in the public sector, when they should be used, and what it takes to manage and coordinate them.

http://www.alibris.com/booksearch.detail?invid=9627084794&browse=1&isbn=9780742535145&qsort= &page=1

Abstract

When companies join forces--whether on research or as full-scale partners--they often tend to emphasize the legal or financial aspects of the deal. But smart managers know that alliances involve much more. Like human relationships, business partnerships are living systems that have endless possibilities. And companies that know how to tap those possibilities and manage alliances effectively have a key corporate asset. Rosabeth Moss Kanter calls it a collaborative advantage. After completing a study of more than 37 companies from 11 parts of the world, Kanter concludes that relationships between companies grow or fail much like relationships between people. By paying attention to the human aspects of alliances, managers can leverage the maximum value from them, Kanter believes. Examples of companies enjoying a collaborative advantage today are FCB and Publicis; Northern Telecom and Matra Hachette; and the European Retail Alliances partners, Ahold, Argyll, and Groupe Casino.


Abstract

Citizen participation in government decision making, especially at the local level, has received heightened attention with regard to its promise for improved governance. The overarching administrative ethos of the administrative state creates barriers to citizen participation in governance. Developing and nurturing citizen participation in the presence of the administrative state is a significant challenge. Drawing on the literary tradition of public engagement and learning, this article models a developmental strategy of participation that offers one avenue for achieving meaningful partnerships between city agencies and neighborhood councils in a metropolitan environment. We present a model of citizen participation that brings neighborhood councils and city agencies together in a collaborative partnership. This model is based on the literature on citizen participation, which focuses on the significance of interactive processes in building trust among participants and creating mutual understanding and agreement.


Abstract

This paper explores inter-agency working and examines the implications of inter-agency operations for delivering multi-domain service outcomes. Cross-agency collaborative approaches to service delivery are suggested to provide the vehicle for achieving integrated service and policy goals. However, it is argued these need to be crafted ‘fit for purpose’ and may not be the requisite approach for all joint purposes. Moreover, some commentators suggest that the optimism about these partnership arrangements and cross-agency actions to resolve complex multi-dimensional problems may be misplaced and propose that further research into the actual rather than desired consequences of these arrangements may find that, at times, partnership working creates negative effects. While collaboration and partnerships are often framed as the way to achieve real breakthroughs in service delivery across agencies, there remain key challenges to interagency working. As more and insistent calls for agencies and other community actors to work together in resolving complex social problems are heeded, the implications of working across
organizational boundaries need to be further investigated. This paper investigates cases of inter-agency programmes to understand the dimensions and limitations of inter-agency working. The paper concludes by offering a framework for better inter-agency working that has applicability across all sectors.


Abstract

There is a growing need for innovative methods of dealing with complex social problems. New types of collaborative efforts have emerged as a result of the inability of more traditional bureaucratic hierarchical arrangements such as departmental programs to resolve these problems. Network structures are one such arrangement that is at the forefront of this movement. Although collaboration through network structures establishes an innovative response to dealing with social issues, there remains an expectation that outcomes and processes are based on traditional ways of working. It is necessary for practitioners and policy makers alike to begin to understand the realities of what can be expected from network structures in order to maximize the benefits of these unique mechanisms.


Abstract

This article explores the relationship between public administration and deliberative democracy by examining the development in Jürgen Habermas’s thought on public administration. The argument is made that a shift has occurred in the way that Habermas conceptualizes public administration—a shift that makes it possible to see both the plausibility and necessity of a deliberative democratic form of state administration. Shown is how Habermas’s later democratic theory can be used as a resource for those defending the administrative discretion necessary to create a collaborative government with citizens.


Abstract

Conventional approaches to public administration are subtly being undermined by the steady expansion of "government by proxy": the provision of government goods and services through proxies such as contractors, grantees, and recipients of government tax breaks and guaranteed loans. Privatization advocates claim that such government by proxy improves the effectiveness and responsiveness of public programs, but a closer look reveals that the issue is far more complicated. The expansion of government by proxy is producing important changes in the government's work force and is multiplying administrative pathologies. New approaches to the theory and practice of public administration offer promise in better managing these emerging policy strategies.

http://arp.sagepub.com/cgi/content/abstract/18/1/9

Abstract

Reformers from both Left and Right have urged the US Government to turn as many functions as possible over to the private sector and to allow market competition to instil efficiency and choice. In fact, the Government has been doing just this for years: every major policy initiative launched since World War II has been managed through public-private partnerships. Yet such privatization has not solved government's problems. Kettl shows that the conditions essential for competitive markets usually do not apply to the kinds of programmes the Government assigns to the private sector. He uses case studies to demonstrate that as market imperfections increase, so do problems in governance and management. Extreme examples are Superfund programme and the Department of Energy's production of nuclear weapons. When competition does not exist, the Government must act as a "smart buyer", knowing what it wants and being able to judge what it has bought. If it does not do so, the Government risks losing its sovereignty to the private suppliers. The author concludes that the issue is not more government bureaucracy, but a smarter bureaucracy, which, in turn, requires strong political leadership to build support for the resources needed and to change the bureaucratic culture.

http://www.alibris.com/booksearch?qsort=&page=1&matches=24&browse=1&qwork=6047553&full=1


Abstract

Over the last generation, American government has undergone a steady, but often unnoticed, transformation. Its traditional processes and institutions have become more marginal to the fundamental debates. Meanwhile, new processes and institutions--often nongovernmental ones--have become more central to public policy. In doing the peoples' work to a large and growing degree, American governments share responsibility with other levels of government, with private companies, and with nonprofit organizations.

http://www.accessmylibrary.com/coms2/summary_0286-1884575_ITM


Abstract

Boundaries have long played a central role in American public administration. In part, this is because boundaries are central to the administrative process, as they define what organizations are responsible for doing and what powers and functions lie elsewhere. It is also because of the nation's political culture and unusual system of federalism, in which boundaries have always been the focus of conflict. Five boundaries have historically been important in the American administrative system: mission, resources, capacity, responsibility, and accountability. New forces make managing these boundaries increasingly difficult: political processes that complicate administrative responses, indirect administrative tactics, and wicked problems that levy enormous costs when solutions fail. Working effectively at these boundaries requires new strategies of collaboration and new skills for public managers. Failure to develop these strategies--or an instinct to approach boundaries primarily as political symbolism--worsens the performance of the administrative system.

Abstract

This chapter presents an overview of the theoretical background to the policy network approach in policy science; followed by a brief discussion of the first authors (mainly in the 1970s) to use a network approach to analyze policy processes.


Abstract

Many tout the benefits of collaborative environmental management as an alternative to centralized planning and command and control regulation, but the excitement over collaborative processes has not been matched by evidence that these processes actually improve the environment. The most crucial question in collaborative environmental management remains unanswered and often unasked: To what extent does collaboration lead to improved environmental outcomes? We know much about why collaboration is occurring and how collaborative processes and outputs vary. The primary goal of future research on collaborative environmental management should be to demonstrate whether collaboration improves environmental conditions more than traditional processes and newer market-based processes. Collaboration is not a panacea; it is a choice that policy makers and public managers should make based on evidence about expected outcomes.


Abstract

This book grew out of an article written for a political magazine (Noveck 2008), and it reads like it. It is a short book, and the writing is breezy and impassioned. At heart, it is a case study, one that is used to develop more general arguments about self-governance and public administration in the United States. The case study focuses on a technological experiment to improve an agency’s performance. It is perhaps partially successful, as the agency in question continues to struggle. And the book’s more general arguments for “collaborative democracy” are overstated and appear to be based more on hope than a hard assessment of reality.


Abstract

An analysis of recent research on purchase of service contracting (POSC) prompted by the emergence of POSC as the primary method for the delivery of the personal social services in the USA. Examines five books and a number of empirical studies published since 1987 to provide a basis for examining what has been learnt about POSC. After a discussion of the policy context of the contract state and the three major
research paradigms, four topics are considered: (1) rationale and incentives for POSC; (2) processes, transaction costs, and strategies; (3) consequences for the service delivery system and for the governmental and voluntary nonprofit organisations involved; and (4) implications for policy, management, and future research.


**Abstract**

Resistance among administrative professionals to participatory approaches is analyzed by means of a case study involving the implementation of community-based forest management (CBFM) in India. The model consists of two dimensions of attitudinal resistance to change—disapproval of CBFM regime by forest managers (a) at individual level and (b) at organizational level—and four categories of factors influencing resistance: personality traits, organizational factors, external environmental factors, and socialization factors. The model is empirically tested using the perceptions of forest managers working in state Forest Departments of four states in India. The empirical findings are used to suggest strengthening of organization and public administration theories on four aspects and to suggest some specific measures to deal with the attitudinal inertia of public administrators.


**Abstract**

Interlocal cooperation through service-sharing agreements has a long history, but its use has increased in popularity during the last 20 years. The decisions of local government units to collaborate through intergovernmental service agreements are best understood as a two-stage process. The first stage, in which communities decide whether to consider interlocal cooperation, involves the nature of the immediate problem faced plus specific demands for performance and efficiency gains that can result from service cooperation. In the second stage, communities confront a question of institutional supply, and hence must overcome inherent bargaining and collective action issues in order to forge interlocal agreements. Heckman probit estimates of such complex relationships using data drawn from a 2003 ICMA survey suggest strong support for this model. The authors conclude by discussing the role of network relationships among local actors for reducing transaction costs and facilitating intergovernmental collaboration.


**Abstract**

“Government agencies striving to make geospatial information systems interoperable and cost-effective often appear to function as a self-regulating network shaped only by internal trust and reciprocity. However, recent public management research suggests that external steering of a network, exercised by
authoritative bodies through hierarchical means, may invigorate cross-agency coordination. The two case studies of federal geospatial coordination in Canada and the USA confirm this emerging theory of network–hierarchy dynamics. In these countries, the central budget agency (CBA) is influencing resource flows and accountabilities within a federal geospatial network of government agencies, which in turn affects how these agencies deliver 'joined up' services. The CBA relies upon three types of tools: the shaping of network governing structures, promotion of uptake of new management information systems, and the use of evaluation (scrutiny) to solidify accountabilities of the network. Since these tools cast a shadow of hierarchy upon the network, they may be viewed as counter to the voluntary ethos of networks. However, the case studies suggest that the CBA’s actions appear to confer legitimacy to the network—resulting in a seeming contradiction—greater central control, more vigorous, distributed geospatial coordination.”


Abstract

The substantial interest and investment in health partnerships in the United States is based on the assumption that collaboration is more effective in achieving health and health system goals than efforts carried out by single agents. A clear conceptualization of the mechanism that accounts for the collaborative advantage, and a way to measure it are needed to test this assumption and to strengthen the capacity of partnerships to realize the full potential of collaboration. The mechanism that gives collaboration its unique advantage is synergy. A framework for operationalizing and assessing partnership synergy, and for identifying its likely determinants, can be used to address critical policy, evaluation, and management issues related to collaboration.


Abstract

In a world where web services can make real-time data accessible to anyone, how can the government leverage this openness to improve its operations and increase citizen participation and awareness? Through a collection of essays and case studies, leading visionaries and practitioners both inside and outside of government share their ideas on how to achieve and direct this emerging world of online collaboration, transparency, and participation. Contributions and topics include: Beth Simone Noveck, U.S. Deputy Chief Technology Officer for open government, "The Single Point of Failure" Jerry Brito, senior research fellow at the Mercatus Center at George Mason University, "All Your Data Are Belong to Us: Liberating Government Data" Aaron Swartz, cofounder of reddit.com, OpenLibrary.org, and BoldProgressives.org, "When Is Transparency Useful?" Ellen S. Miller, executive director of the Sunlight Foundation, "Disrupting Washington's Golden Rule" Carl Malamud, founder of Public.Resource.Org, "By the People" Douglas Schuler, president of the Public Sphere Project, "Online Deliberation and Civic Intelligence" Howard Dierking, program manager on Microsoft's MSDN and TechNet Web platform team, "Engineering Good Government" Matthew Burton, Web entrepreneur and former intelligence analyst at the Defense Intelligence Agency, "A Peace Corps for Programmers" Gary D. Bassand Sean Moulton, OMB Watch, "Bringing the Web 2.0 Revolution to Government" Tim O'Reilly, founder and
CEO of O'Reilly Media, "Defining Government 2.0: Lessons Learned from the Success of Computer Platforms" Open Government editors: Daniel Lathrop is a former investigative projects reporter with the Seattle Post Intelligencer who's covered politics in Washington state, Iowa, Florida, and Washington D.C. He's a specialist in campaign finance and "computer-assisted reporting" -- the practice of using data analysis to report the news. Laurel Ruma is the Gov 2.0 Evangelist at O'Reilly Media. She is also co-chair for the Gov 2.0 Expo.


Abstract

This article provides a framework for assessing the democratic merits of collaborative public management in terms of seven normative ideals: inclusiveness, representativeness, impartiality, transparency, deliberativeness, lawfulness, and empowerment. The framework is used to analyze a random sample of 76 watershed partnerships in California and Washington State. The study reveals the exclusionary nature of some partnerships and suggests that critical stakeholders are missing from many partnerships. However, representation was generally balanced. National and statewide advocacy groups were absent from most of these place-based partnerships; public agencies were the primary source of nonlocal perspectives. Deliberativeness was relatively strong, indicated by the prevalence of educational and fact-finding strategies and participants’ perceptions of respectful discussion and improved social capital. Half the partnerships had implemented new policies, and two-thirds of stakeholders believed their partnership had improved watershed conditions, indicating empowerment.


Abstract

Local governments increasingly confront policy problems that span the boundaries of individual political jurisdictions. Institutional theories of local governance and intergovernmental relations emphasize the importance of networks for fostering service cooperation among local governments. Yet empirical research fails to examine systematically the effects of social networks on interlocal service cooperation. Do the individual networks of local government actors increase their jurisdiction's level of interlocal service delivery? Drawing data from the National Administrative Studies Project IV (NASP-IV), multivariate analysis is applied to examine this question among 919 municipal managers and department heads across the United States. The findings indicate that interlocal service cooperation increases when jurisdictional actors network frequently through a regional association or council of government and when they are united by a common set of professional norms and disciplinary values. Manager participation in professional associations, however, does not increase interjurisdictional cooperation. The key conclusion for local government practitioners searching for ways to increase collaboration: networks that afford opportunities for more face-to-face interaction yield better results for effective service partnerships.


Abstract
Federal, state, and local governments did not work well together to provide an effective response to Hurricane Katrina. Some of this failure can be attributed to the power struggle between the federal and state governments. The National Incident Management System (NIMS) was designed to foster collaboration among governments and their departments and agencies. However, this system largely failed. To overcome this failure, many have proposed centralizing disaster response in the federal government. Centralized control would damage the basic federal structure of our government as the national government appeals to the ever-present dangers of terrorism and natural disaster to gain permanent primacy in the relationship. The current federal system actually can work better than centralization if leadership and organizational transformation are stressed. The National Incident Management System has many elements in place that can make the federal system of disaster response work if the proper stress on organizational transformation and leadership is applied.


Abstract

Standard incentive theory models provide a rich framework for studying informational problems but assume that contracts can be perfectly enforced. This paper studies the design of self-enforced relational contracts. I show that optimal contracts often can take a simple stationary form, but that self-enforcement restricts promised compensation and affects incentive provision. With hidden information, it may be optimal for an agent to supply the same inefficient effort regardless of cost conditions. With moral hazard, optimal contracts involve just two levels of compensation. This is true even if performance measures are subjective, in which case optimal contracts terminate following poor performance.

http://ideas.repec.org/a/aea/aecrev/v93y2003i3p835-857.html


Abstract

According to Paul C. Light's controversial book, The New Public Service, a federal pay increase will do little to compensate for what potential employees think is currently missing from federal careers. Talented Americans are not saying "show me the money" but "show me the job." And federal jobs just do not show well. All job offers being equal, Light argues that the pay increase would matter. But all offers are not equal. Light's research on what graduates of the top public policy and administration graduate programs want indicates that the federal government is usually so far behind its private and nonprofit competitors that pay never comes into play.

Light argues that the federal government is losing the talent war on three fronts. First, its hiring system for recruiting talent, top to bottom, underwhelms at almost every task it undertakes. Second, its annual performance appraisal system so inflated that federal employees are not only all above average, they are well on their way to outstanding. Third and most importantly, the federal government is so clogged with needless layers and convoluted career paths that it cannot deliver the kind of challenging work that talented Americans expect.

None of these problems would matter, Light argues, if the government-centered public service was still looking for work. Unfortunately, as Light's book demonstrates, federal careers were designed for a workforce that has not punched since the 1960s, and certainly not for one that grew up in an era of
corporate downsizing and mergers. The government-centered public service is mostly a thing of the past, replaced by a multisectored public service in which employees switch jobs and sectors with ease.

Light concludes his book by offering the federal government a simple choice: It can either ignore the new public service and troll further and further down the class lists for new recruits, while hoping that a tiny pay increase will help, or it can start building the kind of careers that talented Americans want.

http://www.amazon.com/Public-Service-Paul-Charles-Light/dp/0815752431


Abstract

Working Across Boundaries is a practical guide for nonprofit and government professionals who want to learn the techniques and strategies of successful collaboration. Written by Russell M. Linden, one of the most widely recognized experts in organizational change, this no nonsense book shows how to make collaboration work in the real world. It offers practitioners a framework for developing collaborative relationships and shows them how to adopt strategies that have proven to be successful with a wide range of organizations. Filled with in-depth case studies—including a particularly challenging case in which police officers and social workers overcome the inherent differences in their cultures to help abused children—the book clearly shows how organizations have dealt with the hard issues of collaboration.


Abstract

Improving cross-agency information sharing is at the heart of service transformation efforts to provide more effective services to individuals with complex social needs. So far, however, there is not much empirical research available on cross-agency information sharing. This article explores New Zealand-based cross-agency information sharing practices, with a specific focus on information sharing enablers and barriers in multi-agency collaborative initiatives aimed at achieving integrated social service provision. Empirical findings show the importance of personal data protection and trust in cross-agency information sharing in the New Zealand context; a distinction being made between “hard” and “soft” information; agencies having different information needs and requirements; clear differences in information sharing practices and procedures between agencies with a public service mandate and those with a public safety mandate; the contribution of information sharing protocols and co-location to effective information sharing; and information sharing challenges due to issues around data ownership, a lack of technical interoperability, and a lack of technical capability and knowledge. Generally, in line with operational practice, existing privacy legislation offers an appropriate “default position” for cross-agency information sharing in managing for shared social outcomes in New Zealand. However, there is a need for additional legal support of information sharing by agencies operating under a public service mandate.

http://www.informaworld.com/smpp/content~db=all~content=a934597710

**Abstract**

Partnership and participation have co-evolved as key instruments of New Labour's agenda for the 'modernisation' and 'democratic renewal' of British local government. It is often assumed that partnerships are more inclusive than bureaucratic or market-based approaches to policy-making and service delivery. This article argues that partnership working does not in itself deliver enhanced public participation; indeed, it may be particularly difficult to secure citizen involvement in a partnership context. The article explores the relationship between partnership and participation in a wide range of local initiatives, exemplifying difficulties as well as synergies. The article concludes that public participation needs to be designed-in to local partnerships, not assumed-in. A series of principles for the design of more participative local partnerships is proposed.

http://www.ingentaconnect.com/content/routledg/lgs/2004/00000030/00000001/art00004


**Abstract**

Reviews several books on public administration. 'Forging Nonprofit Alliances,' by Jane Arsenault; 'Getting Agencies to Work Together: The Practice and Theory of Managerial Craftsmanship,' by Eugene Bardach; 'Crossing Boundaries: Collaboration, Coordination, and the Redefinition of Resources,' by Seymour B. Sarason and Elizabeth M. Lorentz.


**Abstract**

How can public-sector regimes, agencies, programs, and activities be organized and managed to achieve public purposes? This question, of fundamental importance in the fields of politics, policy implementation, public administration, and public management, motivates the systematic study of governance. In this article, we present a logic of governance, based in political economy literatures, that might be used as a first step toward framing theory-based governance research. We also describe a methodological approach that is more likely to appropriately identify and explain relationships in governance regimes that involve activities and interactions that span more than one level of an organization or systemic structure. In addition, we explore the potential of various sources of data for governance research, recognizing that governance researchers will inevitably have to make simplifying assumptions or measure crudely things that we know are much more complex. We argue that when appropriately framed and interpreted through a logic of governance that acknowledges limitations attributable to the models, methods, and data employed, governance research is more likely to produce enduring knowledge about how, why, and with what consequences public-sector activity is structured and managed.


Abstract

This article examines some of the key barriers to collaborative resource management: the differential costs and benefits of these approaches for organizations and individuals. Drawing on the U.S. Forest Service’s use of alternative dispute resolution (ADR) processes to resolve forest plan appeals in the late 1980s, the analysis shows that although ADR can benefit the larger organization, the individuals who actually participate in ADR incur personal costs. The analysis focuses on the time demands and personal costs of collaborative processes. The article concludes by suggesting changes in organizational policies that can help mitigate the differential costs and benefits of ADR and reduce some of the barriers to more widespread use of collaborative management approaches by public officials.


Abstract

On December 6, 2002, the Forest Service published a proposed planning regulation that provides a framework for community-based collaborative planning for sustainability, alters the spatial and temporal scales of public involvement, and replaces postdecisional appeals of forest plans with a predecisional objection process. This article examines the potential effects of community-based collaborative planning on national environmental stakeholders and explores what it means to be accountable to a national constituency. The author argues that the focus on the community of place in collaborative planning, compounded by the loss of appeals, undermines the democratic accountability of the forest planning processes.


Abstract

“Welsh policy-makers have rejected customer-driven market approaches to the delivery of public services. Instead they espouse a model of delivery rooted in collaboration and citizen engagement. Empirical evidence from two recent wide-ranging reviews of public services in Wales suggests that this approach could offer a viable alternative to user choice and competition but, for it to be fully effective, central and local government need to embrace other drivers of improvement.”

http://web.ebscohost.com/ehost/pdfviewer/pdfviewer?vid=20&hid=101&sid=2ff1769c-8771-4a4b-8daa-32680fdef740%40sessionmgr111


Abstract

Public and private organizations deal closely with each other on regulatory issues. Newer forms of regulation rely on shared enforcement and supervisory responsibilities, regulatory negotiation, and other methods that try to get beyond remote public commands while maintaining effective public involvement. This article examines how regulators and firms deal with each other, the interdependence that forms between them in the course of their work, and the benefits and liabilities of the strong ties that may
develop out of this interdependence. We use the securities industry as a context for discussion but indicate that the points apply more generally. We pay special attention to the potential benefits and risks of cohesive regulatory networks. Regular dealings among regulators and firms outside of regular rulemaking or enforcement proceedings enhance cooperation, reduce information disparities, strengthen regulatory cultures, and arguably lower the threshold of external pressure required to effect changes within firms. The conditions enhancing these benefits, however, also will restrict the flow of information, perspectives, and criticism from outsiders, potentially leading to erosion of performance standards and eventually serious problems. We describe the circumstances under which these tensions are more likely to be managed without damage from these problems and the broader implications for research and teaching in public management and policy.


**Abstract**

The arguments to be advanced in this exercise are fourfold. First, the coordination of relief is possible only to the extent that there is contact, communication, and cooperation among humanitarian actors. Second, umbrella organizations such as Interaction may furnish some, but not all, of these requisites. Third, and consequently, non-governmental organizations may reconsider the merit of joint operations at the domestic level. Finally, agencies that respond to disasters must also contemplate, among other things, how coordination can be facilitated with modern communications technology or by working closely with the affected government. Nevertheless, the preliminary nature of this theory and the reliance upon a single case to deduce the value of umbrella organizations underscore the need for more research to be conducted on the collaborative efforts of non-governmental organizations in disaster relief.

http://www.colorado.edu/hazards/research/qr/qr105.html


**Abstract**

The March 28, 2000, Fort Worth tornado serves as a case study to examine how organizations collaborate in their attempt to perform multiple response and recovery functions. Factors that inhibit and facilitate coordination among disaster-related organizations are identified. Implications for improving disaster response operations and management are presented. Emergency managers and others involved in disasters should learn from the positive lessons from Fort Worth. Political support, preparedness activities, networking and cooperation, the availability and use of technology, and a well-equipped and well-managed emergency operations center are several factors that facilitated coordination after this event.

http://proquest.umi.com/pqdweb?index=0&did=276909451&SrcMode=1&sid=1&Fmt=2&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1226691365&clientId=3739


**Abstract**
Collaborative public management research is flourishing. A great deal of attention is being paid to the process and impact of collaboration in the public sector, and the results are promising. This article reviews the literature on collaborative public management by synthesizing what we know from recent research and what we've known for quite some time. It addresses the prevalence of collaboration (both recently and historically), the components of emerging collaborative structures, the types of skills that are unique to collaborative management, and the effects of collaboration. Collaborative public management research offers a set of findings that contribute to an emerging knowledge base that supplements established public management theory.


**Abstract**

Intergovernmental management is more than just intergovernmental relationships involving the federal government. Though Professor McGuire agrees that the federal government has become more intrusive and opportunistic since the mid-20th century—resulting in less cooperative intergovernmental relations—he argues that collaborative management is much more prevalent than it is depicted in Dr. Conlan’s analysis. A bottom-up view suggests that local and regional activity can be both opportunistic and collaborative, and such a perspective must be considered in any discussion of managing federalism.


**Abstract**

Like most public managers nowadays, local emergency managers operate within complex, uncertain environments. Rapid changes in the scope and severity of the issues increase the extent of intergovernmental collaboration necessary to address such challenges. Using a large data set of county emergency management agency directors, variations in intergovernmental collaboration reflect influences from problem severity, managerial capacity, and structural factors. The results demonstrate that public managers who perceive problems as severe, possess specific managerial skills, lead high-capacity organizations, and operate in less complex agency structures collaborate more often and more effectively across governmental boundaries.


**Abstract**

This manuscript provides the first systematic test of a formal theory of managing government programs in a network context. Using data from several hundred school districts in Texas, we create a measure of network management that reflects the time school superintendents interact with several sets of significant actors in the environment. We find that network management is not only related to overall organizational it has positive impacts even in the presence of a lagged dependent variable. Further, management appears to interact with other organizational resources in a nonlinear manner to further augment organizational
performance. Although public school networks are not as complicated or as populated as those of many other public organizations, the findings suggest how management might matter in these other networks.

http://jpart.oxfordjournals.org/cgi/content/abstract/11/3/271


Abstract

The study of networks is a growth area in public management. This article argues that small studies of networks need to be supplemented with large n studies that permit one to include more theoretically relevant control variables and to deal with issues of causality. Using survey data from several hundred agency heads, this article presents a reliable measure of management network activities that has demonstrated substantial empirical import. If the right network nodes are selected, contact information on only a limited number of nodes is needed. Who initiates contacts within the network is also shown to be important.


Abstract

Public services are now being delivered less through single hierarchical organizations, and more through networks of multiple organizations coming from any level of government, and from private and nonprofit sectors. Particularly, in the area of emergency response, networks have grown in importance. The area of animal disease is an example of emergency response, as these have the potential to do damage to the nation’s food supply. Exotic Newcastle Disease (END) is one such disease, which occurred in 2002-2003, and was finally eradicated by a task force involving ten major state and federal agencies, local governments, and temporary employees from the private sector.


Abstract

“This article examines the application of a structural innovation known as Incident Command Systems (ICS) in different crises. The ICS seeks to coordinate multiple response organizations under a temporary hierarchical structure. The ICS is of practical interest because it has become the dominant mechanism by which crisis response is organized in the United States. It is of theoretical interest because it provides insights into how a highly centralized mode of network governance operates. Despite the hierarchical characteristics of the ICS, the network properties of crisis response fundamentally affect its operations, in terms of the coordination difficulties that multiple members bring, the ways in which authority is shared and contested between members, and the importance of trust in supplementing formal modes of control.”

http://jpart.oxfordjournals.org/cgi/reprint/19/4/895

**Abstract**

In an era of devolution, collaboration between state and local institutions could be an effective tool for state governments to capitalize on local knowledge and respect local autonomy, while maintaining consistent standards and enforcement. However, the benefits to local agencies are less clear. Local agency personnel may have goals that diverge from their state counterparts and significant constraints on their resources, forcing them to consider the opportunity costs of collaboration. This article examines the determinants of subnational vertical collaboration in two settings: nested institutions with parallel missions and institutions with separate, but overlapping, missions. Augmenting an original survey of local public health departments in Wisconsin with data from other sources, we simultaneously estimate models predicting local cooperation with state agencies within and across issue boundaries. Our analysis indicates that management techniques, particularly performance evaluations that are tied to collaborative efforts, are the strongest determinant of collaboration across levels of government. We also find that political context facilitates vertical collaboration across nonnested institutions. Within nested institutions, local agencies are more likely to work with their state counterpart if they lack the capacity to act alone.

http://jpart.oxfordjournals.org/content/20/4/757.short


**Abstract**

Public policymakers increasingly are contracting with nonprofit organizations (NPOs) for innovations in the creation of new service systems in low-income communities. Interorganizational collaboration and cooperation are essential to such innovation. Neighborhood-based institutional arrangements require social work practitioners to work across multiple systems simultaneously—skills that most are not trained to possess. This article develops a theoretical and conceptual framework for neighborhood-based collaboration by NPOs; analyzes the main concepts of innovation in the design and implementation of a collaboration to prevent child maltreatment in an undervalued neighborhood; and draws implications for social policy, social work practice, and social work research.


**Abstract**

Nancy Alfaro is the quintessential practitioner of collaborative public management. More than that, she is a collaborative public manager focused on delivering customer service. Finding herself in the midst of a flurry of activity when San Francisco mayor Gavin Newsom suddenly ordered her to allow same-sex marriages in 2004, she pulled together the resources to perform more than 1,000 weddings in three days. Now, as director of San Francisco's 311 Customer Service Center, Alfaro oversees an operation that has reduced the number of telephone numbers residents may need to call for information and nonemergency services from 2,300 to just one. How Ms. Alfaro accomplished these remarkable tasks can be the source of fruitful lessons for other public officials.

**Abstract**

Investigating the impact of management on performance in public organizations is a key challenge for public administration. To that end, we apply to a national sample of law enforcement agencies a recently developed formal model of public management. The model frames a set of specific expectations about the management-performance relationship. The study estimates the impacts of both internally- and externally-oriented managerial activities on a salient metric of law enforcement outcomes. In results supportive of the model, the findings indicate that active internal management contributes to higher arrest rates and helps police departments to be less bound by previous performance. The analysis also indicates that departments’ externally-oriented activities of networking and community policing improve arrest rates and assist managers in mitigating the impact of environmental constraints on results.


**Abstract**

State wildlife policy and management are often characterized by divisive political conflict among competing stakeholders. This conflict is increasingly being resolved through the ballot-initiative process. One important reason the process is being used so often is the way state wildlife policy and management decisions are often made by state wildlife commissions, boards, or councils (the dominant way these decisions are made in the United States). These bodies are often perceived by important stakeholders as biased, exclusive, or unrepresentative of nonconsumptive stakeholder values. As a result, unsatisfied interest groups often try to take decision-making authority away from these institutions and give it to the public through the ballot initiative. Cases and examples from Alaska, Arizona, Colorado, and Idaho are examined in this context. The article finishes by outlining four broad alternatives that may be debated in the future: the no change alternative, the authoritative expert alternative, the structural change alternative, and the stakeholder-based collaborative conservation alternative(s).


**Abstract**

The literature on strategic alliances is vast. Most authors are pro-alliances and the casual reader may thereby be lulled into a false sense of security concerning the advantages of strategic alliances. There are several possible advantages of strategic alliances however by joining an alliance several opportunities are also forsaken. The opposite strategic option, a “go it alone strategy” generates several strategic advantages which would be difficult to gain in a strategic alliance. The literature on strategic alliances is reviewed concerning the motives for forming alliances and the way in which examples of alliances are used, and misused, in the literature by scholars. The case of Scania, the Swedish heavy truck producer, is then presented as an example of the strategic advantages that can be achieved by not entering into horizontal strategic alliances.

**Abstract**

In an effort to deal with complex community issues in a more comprehensive and cohesive manner, communities have increasingly created locally based interorganizational entities, referred to here as community collaboratives. Community collaboratives are comprised of representatives from multiple organizations and public agencies who meet regularly for the purpose of identifying and implementing strategies for improving their community's response to a specific issue of public concern. This article explores the role of problem frames and perceptions of problem frame alignment among members of community collaboratives. Specifically, this study uses an innovative combination of social network analysis methods and hierarchical linear modeling to explore how differences in the extent to which stakeholders view themselves in alignment with other members and how much they are perceived to be in alignment by other members effects the outcomes of the collaborative as a whole. Findings are based on data from members of 48 different domestic violence community collaboratives. Results suggest that the presence of stakeholders who are perceived to be philosophically out of sync by other stakeholders with regards to their understanding of domestic violence but do not acknowledge this apparent disconnect can negatively impact the effectiveness of the collaborative over and above the impact associated with the general degree of alignment in the collaborative. Implications of results for public and nonprofit organizations seeking to provide leadership in promoting the effectiveness of community collaboratives are discussed.

http://jpart.oxfordjournals.org/content/20/1/91.short


**Abstract**

Decision making in public, private, and third-sector organizations was examined to isolate the practices used to assess alternatives and compare them with the analytical, judgmental, and bargaining tactics discussed in the decision-making literature. The assessment practices of decision makers and their outcomes were uncovered from 317 strategic decisions. Sector was included to qualify the findings. Decision makers in public organizations were found to be more successful when they sought out expert views and used hard data, third-sector decision makers were more successful when they applied bargaining, and private-sector decision makers were more successful when they used analysis. Bargaining was less successful for public organizations than was expected. The implications of these findings are discussed.


**Abstract**
The author is critical of the ‘cult of collaboration’ that is emerging in Australian public policy circles. In this article he argues while there is growing interest in collaboration it is appropriate, I argue, to pause and look again at what is actually meant by the term. He feels that there is a misunderstanding of the concept and its distinctive characteristics and reintroduces collaboration vis-à-vis other forms of ‘working together’ and question whether we have taken a collaborative turn in public policy. In doing so he continues to debate on the relevance of collaboration for public policy.

http://www3.interscience.wiley.com/cgi-bin/fulltext/122242492/PDFSTART


Abstract

“Guerrilla government” is Rosemary O’Leary's term for the actions of career public servants who work against the wishes—either implicitly or explicitly communicated—of their superiors. This form of dissent is usually carried out by those who are dissatisfied with the actions of public organizations, programs, or people, but typically, for strategic reasons, choose not to go public with their concerns in whole or in part. Rather than acting openly, guerrillas often move clandestinely behind the scenes, salmon swimming against the current of power. Guerrillas run the spectrum from anti-establishment liberals to fundamentalist conservatives, from constructive contributors to deviant destroyers.

Three public managers with significant experience comment on O'Leary's thesis that guerrilla government is about the power of career bureaucrats; the tensions between career bureaucrats and political appointees; organization culture; and what it means to act responsibly, ethically, and with integrity as a public servant. Karl Sleight, former director of the New York State Ethics Commission; David Warm, executive director of the Mid-America Regional Council of Greater Kansas City; and Ralph R. Bauer, former deputy regional administrator of the U.S. Environmental Protection Agency in the Seattle and Chicago regions, present unique perspectives on the “guerrilla” influence on policy and management, as well as the challenges posed by this ever-present public management phenomenon.


Abstract

The report expands on previous Center reports by adding an important practical tool for managers in networks: how to manage and negotiate the conflicts that may occur among a network’s members. The approach they describe—interest-based negotiation—has worked in other settings, such as bargaining with unions. Such negotiation techniques are becoming crucial in sustaining the effectiveness of networks, where successful performance is defined by how well people collaborate and not by hierarchical commands.

http://www.maxwell.syr.edu/uploadedFiles/parcc/eparcc/links/BinghamOLEaryManagersGuidetoResolvingConflict.pdf

**Abstract**

Today's public managers not only have to function as leaders within their agencies, they must also establish and coordinate multi-organizational networks of other public agencies, private contractors, and the public. This important transformation has been the subject of an explosion of research in recent years.

*The Collaborative Public Manager* brings together original contributions by some of today's top public management and public policy scholars who address cutting-edge issues that affect government managers worldwide. State-of-the-art empirical research reveals why and how public managers collaborate and how they motivate others to do the same. Examining tough issues such as organizational design and performance, resource sharing, and contracting, the contributors draw lessons from real-life situations as they provide tools to meet the challenges of managing conflict within interorganizational, interpersonal networks.

This book pushes scholars, students, and professionals to rethink what they know about collaborative public management—and to strive harder to achieve its full potential.

[http://press.georgetown.edu/detail.html?session=3ed644fd82a948f7d5f06fa908f25c92&id=9781589012233](http://press.georgetown.edu/detail.html?session=3ed644fd82a948f7d5f06fa908f25c92&id=9781589012233)


**Abstract**

The article discusses various sections within the issue, including articles about analytical literature regarding public administration, essays by collaborative managers, and an essay that summarizes the critiques and articles in the symposium.


**Abstract**

The result is this volume, which includes the writings of new and established scholars, as well as practitioners who offer their insights and observations about where the field of public administration and the art of governance are moving. We have embraced a multifaceted approach by incorporating a diversity of articles: some empirical, some historical, some scholarly, some with a focus on practice, some predictive, some contemplative, some long, some short. This is our way of highlighting some of the major issues that are important and insufficiently addressed today and that are likely to retain prominence because of their complexity. This is also our way of identifying issues that may become more problematic over time if they are not anticipated and addressed. Our contributors offer evaluations of progress to date and chart many paths forward that reconceptualize the breadth and depth of government involvement; the multisectoral engagement in the work of governance; and the organizational, policy, and management changes and tools that might be employed to improve decision making and results, both domestically and internationally.

Abstract

This book provides solid academic evidence of a lively debate and dialogue between US and EU scholars about Multilevel Governance (MLG) and Intergovernmental Relations (IGR). Beyond the contingencies of the terms and the path dependency of their historical developments, there are elements of convergence and overlap. This publication is a good example of how academic transatlantic dialogues result in a stronger understanding of the premises of our concepts, and of the functioning of our systems. - Geert Bouckaert, Public Management Institute and European Group for Public Administration, Leuven, Belgium

This book represents a major attempt to draw together two fundamental streams of research; Intergovernmental Relations and Multi-Level governance. Combining US and European schools of thought, this timely volume outlines key areas of convergence and divergence.


Abstract

Network management research documents how network members engage in activities to advance their own goals. However, this literature offers little insight into the nature of work that aims to advance the goals of the network as a “whole.” By examining the behavioral dimension of network governance, this article identifies a specific tension that network leaders address to effectively govern networks: although unity and diversity are essential to network performance, each makes contradictory demands which require attention. Findings from four case studies of immigrant networks in the United States point to three activities representing mechanisms that staff of network administrative organizations use to address this (network level) managerial tension. The study proposes that unity versus diversity represents a distinct challenge to the governance of networks that requires strategic action at the whole-network level and merits further study.

http://jpart.oxfordjournals.org/content/21/2/327.short


Abstract

Trends toward more complex intergovernmental programs and greater use of public-private arrangements carry implications for public management, since these developments signify challenges for administrators called upon to manage within hollowed institutional settings: interorganizational networks for effectuating policy. The implications of such shifts are explored by examining one important program change of the last decade: the move away from federal grant support for municipal wastewater treatment infrastructure and toward the creation of separate state revolving-loan funds (SRFs). National regulatory standards remain, but the central place of the EPA in the infrastructure effort has shifted largely into other hands, with consequences for the implementation of policy. Altered policy instruments stimulate the formation of more complex network patterns involving new actors who offer needed technologies. These changes carry implications for program operations and results. Evidence from the operations of SRFs suggests that these
developments are significant and also that public management has become, if anything, even more consequential in such networked contexts.

http://jpart.oxfordjournals.org/cgi/content/abstract/6/2/225


Abstract

While there is considerable consensus on the importance of intergovernmental management for the performance of many public programs, theoretical work has been slow to develop, and systematic empirical research on the topic has been rare. This article explores intergovernmental management in the field of public education by testing parts of a model developed in earlier work. In an examination of many school districts over a multiyear period, the study focuses in particular on how structural features of relevant intergovernmental networks and also the networking behavior of top managers influence an array of performance results. Managerial networking, managerial quality, and selected stabilizing features contribute positively to performance. A pattern of nonlinear interactions is also evident among intergovernmental structure, management, and environmental forces.

http://jpart.oxfordjournals.org/cgi/content/abstract/14/4/469


Abstract

Public administration increasingly entails interagency collaboration, contracting, and other interorganizational arrangements. These loosely coupled alternatives to unified hierarchy alter the nature of managerial work. This article explores how the entrepreneurial strategies that managers find useful in hierarchical agencies apply in collaborative settings where formal authority is lacking and sustaining cooperation among partners is critical for performance. This goal is achieved by examining recent efforts to foster community collaboration in order to improve services for children and families in Georgia and Vermont. The participants in these initiatives have agreed on broad results and concrete indicators of social well-being, and they use them to plan, evaluate, and improve interorganizational efforts to improve human services. The participants' experiences in Georgia and Vermont suggest that managers can promote innovation and continuous improvement in collaborative settings by building interorganizational bonds around specific measures of progress. In combination, such bonds and measures can help align collaborators' understandings of what their organizations are working together to produce and how they can achieve their joint aims.

http://jpart.oxfordjournals.org/cgi/content/abstract/13/3/311


Abstract
This article examines the intersection of two types of innovations that are increasingly common in public administration—accountability for results and interagency collaboration. Recent scholarship suggests four approaches that collaborators can use to increase their accountability for results. The article proposes measures of these four approaches to assess a collaborative's capacity for accountability, and uses them to compare the accountability of human services collaboratives in 10 states. The findings indicate that collaboratives tend to use the four approaches together with one another. In combination, the various approaches may help collaborators manage their stakeholders' expectations about their actions and accomplishments. Further research is needed to determine whether a collaborative's capacity for accountability for results actually correlates with improvements in outcomes.


**Abstract**

The concept of governance has come to be used more commonly in the discussion of public administration, but the meaning of the term is not always clear. There is a growing body of European literature that can be characterized as "governance without government," stressing as it does the importance of networks, partnerships, and markets (especially international markets). This body of literature can be related to the new public management; yet it has a number of distinctive elements. This article discusses the strengths and weaknesses of this literature and its applicability to public administration in the United States.


**Abstract**

Urban governance in most western democracies has seen various forms of public-private concerted actions becoming increasingly important instruments for local governments. These new features of urban governance are often seen as local governments trying to enhance their "capacity to act" by fusing their capabilities with those of other major societal actors. At the same time such transgressions of the border between the public and the private spheres of society make local governments more susceptible to political pressures from those actors. This volume looks at the historical development and present performance of public-private partnerships for local economic development in western Europe and the United States. The theoretical framework applied in the volume is derived from theories of governance as well as from institutional theory.


**Abstract**

Based on the results of a review, synthesis, and comparative analysis of existing international data and research, it seems that the role of privatization—as a means of reforming the public sector—has expanded internationally in scope and at such a rapid pace that, in many cases, the importance of objective and balanced measures of its overall effectiveness and impact on the affected communities need to be reexamined. The results of this research reveal that the negative consequences of privatization are often masked or go undetected because the effectiveness of privatization is based primarily on economic
performance. I recommend that those responsible for planning of future privatization activities should refocus the present economic emphasis and strive for a balance of economic and social performance to improve long-term benefits for all sectors of the affected communities.

http://arp.sagepub.com/cgi/content/abstract/33/3/316


**Abstract**

“This research examines the effects, over time, of network embeddedness, on three organizationally based social outcomes. We argue that in a centralized, publicly funded but mixed sector health and human services network, an organization’s structural embeddedness in the network, as measured by its centrality, will be related to its trustworthiness, reputation, and influence, as rated by other network members, and that this relationship will strengthen over time as the system matures. We also examine how service performance is related to network evolution.”

http://jpart.oxfordjournals.org/cgi/reprint/19/4/873


**Abstract**

Although cooperative, interorganizational networks have become a common mechanism for delivery of public services, evaluating their effectiveness is extremely complex and has generally been neglected. To help resolve this problem, we discuss the evaluation of networks of community-based, mostly publicly funded health, human service, and public welfare organizations. Consistent with pressures to perform effectively from a broad range of key stakeholders, we argue that networks must be evaluated at three levels of analysis: community, network, and organization/participant levels. While the three levels are related, each has its own set of effectiveness criteria that must be considered. The article offers a general discussion of network effectiveness, followed by arguments explaining effectiveness criteria and stakeholders at each level of analysis. Finally, the article examines how effectiveness at one level of network analysis may or may not match effectiveness criteria at another level and the extent to which integration across levels may be possible.

http://www3.interscience.wiley.com/journal/118976834/abstract


**Abstract**

This article examines the governance of organizational networks and the impact of governance on network effectiveness. Three basic models, or forms, of network governance are developed focusing on their distinct structural properties. Propositions are formulated examining conditions for the effectiveness of each form. The tensions inherent in each form are then discussed, followed by the role that management may play in addressing these tensions. Finally, the evolution of governance is explored.

**Abstract**

Using quantitative analysis to describe and analyze the policy networks that evolved during the privatization of two prominent industries, shipbuilding and steel, the author explores the factors that contributed to the development of these Policy Networks specific governance structures. Five groups of factors can explain the development of these structures: technical necessities, comparative advantages of network forms of governance in specific situations, power and interest, contextual factors, and formal and informal institutions. The author argues that institutional factors especially played a vital role in the actors' decisions to establish multiple ties and engage in multilateral negotiations. The argument is supported by data on formal institutional structures as well as informal norms and values (cognitive assessments and attitudes of the key representatives of the corporate actors).

[http://jpart.oxfordjournals.org/cgi/content/abstract/12/4/581](http://jpart.oxfordjournals.org/cgi/content/abstract/12/4/581)


**Abstract**

For at least 40 years political and policy scientists have sought to conceptualize the policy process in ways that frankly acknowledge the role of public agencies and private organizations in policy making: How will modern governments “steer” social processes on behalf of their citizens when hierarchical structures are considered the problem, not the solution? The New Public Management and its market-based prescriptions may be thought of as the first effort to reconcile government and a changed society. Collaborative decision making and implementation by and through networks may be the second.

The three books reviewed here are major signposts in the development of the network perspective on post-hierarchical public management. The first, *Managing Complex Networks*, is on its way to becoming a conceptual classic; and *Getting Results through Collaboration* and *Collaborative Public Management* provides important empirical and practitioner-inspired elaborations of the emerging model. Yet as one might expect from contributions in an emerging area of study and practice, the findings and prescriptions are not wholly consistent, either within or across the volumes. This review will begin with a synopsis of each book and then turn to an examination of themes and issues that span the volumes—including one that adversely affects the knowledge contained in all three.

[http://www3.interscience.wiley.com/cgi-bin/fulltext/118688456/PDFSTART](http://www3.interscience.wiley.com/cgi-bin/fulltext/118688456/PDFSTART)


**Abstract**

Networks, collaboration, and shared governance are key components of the twenty-first-century research program for public management scholars. This critique examines five key challenges for the field: modeling politics in collaboration, identifying central competencies that government must retain, the "e-limits" to collaboration, creating a multisectoral curriculum, and working with network data.

**Abstract**

The article discusses the issues associated with the role of bureaucracies and their administrative systems after the September 11, 2001 terrorist attacks in the U.S. It notes that David M. Walker, the comptroller general of the U.S. Government Accounting Office (GAO) addresses its vital role in battling terrorism. It also analyzes the need for improved collaboration in administrative systems, considering and addressing trade-offs, and address a vital portion of the challenges in valuable ways.


**Abstract**

This article explores the challenges of mandated collaboration among public health care organizations. This in-depth longitudinal multiple case study examines the interests and values of various organizational actors in three collaborative initiatives, focusing on the mobilization of power within the governance frameworks available to them. The authors elaborate on three alternate readings of the processes examined: The *managerialist* views poor interorganizational collaboration as a failure to adequately manage the process; the *symbolic* focuses on the value of collaborative initiatives even in the absence of instrumental results; and the third examines the *systemic web of power relationships* reproduced over time.


**Abstract**

The authors have produced a book which has been sorely needed in the interorganizational relations field. The focus of the book is on models on interorganizational coordination drawing upon the vast and disparate literature on interorganizational relations among local public and private, not-for-profit human services organizations. It provides a state-of-the-art portrait of knowledge and research and training issues in coordination.


**Abstract**

This is a commentary on Terry Cooper's effort to identify the “big questions” in administrative ethics to effect a more “focused, collaborative effort” in the ethics field. Although the author supports the thrust of Cooper's argument, he points out certain limitations therein.

**Abstract**

The article discusses institutional forms of governance, understanding governance as hybrid forms of collaboration, involving government, market actors and/or civil society actors. By utilizing data from a study made of three Norwegian cities, six collaborative efforts are presented, and discussed in relation to analytical characteristics derived from both network theory and organizational theory. This analysis illustrates that these collaboration efforts can, on the one hand, be understood as something located between networks and organizations. On the other hand, one may argue they belong to none of the two theoretical categories, implying the need for new theories regarding collaboration. These observations are followed by some theoretical reflections about how democratic governments can influence collaborations, and ensure that the common will can actually become real.


**Abstract**

Partnerships between the public and private sectors to fulfill public functions are on the increase at every level of government. In the United States and Canada they currently operate in most policy areas, and in the U.S. trial programs are planned by the Internal Revenue Service, the Census Bureau, and the Social Security Administration.

Partnerships represent the second generation of efforts to bring competitive market discipline to bear on government operations. Unlike the first generation of privatizing efforts, partnering involves sharing both responsibility and financial risk. In the best situations, the strengths of each sector maximize overall performance. In these cases, partnering institutionalizes collaborative arrangements in which the differences between the sectors become blurred.

This is the first book to evaluate public-private partnerships in a broad range of policy areas. The chapters focus on education, health care and health policy, welfare, prisons, the criminal justice system, environmental policy, energy policy, technology research and development, and transportation. The contributors come from a number of fields, including political science, education, law, economics, and public health. They merge experiential and social-scientific findings to examine how partnerships perform, to identify the conditions in which they work best, and to determine when they might be expected to fail.

http://www.amazon.com/Public-Private-Policy-Partnerships-Pauline-Rosenau/dp/0262681145


**Abstract**

Efforts to understand public management and program implementation have so far failed to acknowledge the massive proliferation in the forms of government action that has occurred over the past several decades. The widespread use of tools like loans, loan guarantees, social regulation, insurance, government
corporations, tax incentives, various types of grants, and others—many of which involve the pervasive sharing of government authority with a host of “third parties” (hospitals, universities, states, cities, industrial corporations, etc.)—has significantly altered the practice of public management and rendered the traditional preoccupations of public administration, if not obsolete, then at least far less adequate. To come to terms with the new reality, it will be necessary to change the unit of analysis in public management and implementation research from the individual program or agency to the generic tools of government action, and to develop a systematic body of knowledge about the dynamics and characteristics, the distinctive “political economies,” and resulting advantages and disadvantages of the different “tools” through which the public sector now acts.


Abstract

This is the first book to address, within a common analytical framework, the numerous instruments or tools the public sector uses to carry out its objectives. Each has its own characteristics and consequences for program operations. Many problems attributed to poor management of public programs are really a consequence of the choice of tool that is made. Must reading for those who seek to understand not only how public programs work, but also how they should be designed.


Abstract

A major shift has occurred in the operation of the public sector in the United States and other countries over the last five decades. At the heart of this change is the proliferation of new instruments of public action—loans, loan guarantees, regulation, contracts, cooperative agreements, reimbursement schemes, tax subsidies, vouchers, and many more—many of which have in common a reliance on a host of third parties to implement public programs. The adoption of these tools has transformed the public sector from a provider to an arranger of services, with profound implications for the nature and content of public management and for democratic governance more generally. Those involved in public administration must consequently learn not only the distinctive operating requirements of the different tools but also new skills related to the management of complex collaborative relationships with private contractors, regulated industries, nonprofit agencies, and other levels of government.

The Tools of Government provides a comprehensive treatment of the new tools of public action and the implications they have for public management and policy design. This volume is a valuable resource for anyone interested in how government functions today, and how it seems likely to function increasingly in the future.


Abstract
Decentralized, market-based service systems provide service recipients with opportunities to choose services and service providers. Yet, for some recipients, finding and arranging for services is so difficult that they are not having their needs met. Collaboration between service providers and service recipients may reduce the costs, and confusion, of decentralized service delivery. This study explores the effects of interagency collaboration, and collaboration between agencies and families, on families’ experiences finding and arranging service to help them and their children with disabilities. It uses data collected from 317 randomly sampled families participating in the State of Michigan’s Early On program (Part C of the Individuals with Disabilities Education Act). Higher levels of interagency collaboration were associated with increases in the quantity and quality of services provided. Different forms of collaboration between agencies and families were associated with more mixed service delivery impacts. These findings support continued experimentation with collaborative service delivery by policy makers.


**Abstract**

“Public choice theory” in economics, as it has developed over the past decade or so, tells us that the public sector—government—possesses many inherent weaknesses as a provider of goods and services. For example, it has a tendency toward bureaucracy; it leans toward the creation of franchised monopolies; and it has little incentive to be efficient. By its very nature the public sector is a poor provider of economic services.

To “privatize” is to turn over to private citizens a task (provision of a good or service) heretofore carried out by some government entity. It means the establishment of creative, non-coercive, profit-seeking, marketplace mechanisms in place of the government’s power to tax, spend, regulate, confiscate, or monopolize. Privatizing is the peaceful way of dismantling the State brick by brick.

Savas establishes early on that there is an awful lot to dismantle. He identifies and explores in depth three major factors which have contributed to the enormous growth of government: a demand for more government services, by recipients of the services; a desire to supply more government services, by the producers of the services; and, increased inefficiency, which results in the seeming need for more government to do the same job.

*Privatizing the Public Sector* is a timely and thoughtful contribution to the issue of reducing the scope of government in our over-governed society. It should be welcomed and studied as a work of considerable value.

http://www.fee.org/publications/the-freeman/article.asp?aid=1012


**Abstract**

The culmination of 25 years of groundbreaking work, E.S Savas presents here a complete guide to privatization: the background, theory and practical reality. The book explains what, why, when and how to privatize, discussing in detail: the processes of contracting services; using franchises and vouchers; diverting government-owned business; privatizing infrastructure through public-private partnerships; reforming education; privatizing the welfare state; and overcoming opposition to privatization. Savas provides hundreds of examples from local, state, and federal government in the US and other countries. This is a successor volume to "Privatization: The Key to Better Government".

http://www.amazon.com/Privatization-Public-Private-Partnerships-E-Savas/dp/1566430739

**Abstract**

Theories of alliance behavior and outcomes have tended to emphasize either partner or relationship characteristics. This study integrates the two perspectives and examines their separate and combined effects on alliance outcomes. The research involved analysis of 98 alliances through a two-stage survey design. Findings support a positive relationship between partner firms' benefits from alliance participation and partner reputation, shared decision making, and strategic similarities between partners.

http://www.jstor.org/sici?sici=0001-4273(199704)40%3A2%3C443%3ATEOPAR%3E2.0.CO%3B2-V


**Abstract**

“This study compares two federal grants, both from the same agency and both utilizing a national "boundary organization," to assess how and why one was better able than the other to integrate divergent perspectives and produce new approaches to juvenile justice in multiple local jurisdictions. Results confirm the utility of boundary organizations but also show that not all organizations that bring together divergent perspectives necessarily result in anything new or better. Four factors stand out: (a) a different philosophy of evaluation research, (b) the grass-roots emergence of an inclusive rationale for the program that was orthogonal to the traditional "treatment versus punishment" ideology, (c) management strategies and agenda-setting arrangements at meetings that facilitated horizontal, upward, and downward information exchange, and (d) a different approach to knowledge and knowledge production that emphasized user-defined knowledge needs and diverse research methods. The case studies provide a wide range of insights for collaborative management practices, research—practitioner relationships, and implementation success.”

http://arp.sagepub.com/cgi/content/abstract/39/1/60


**Abstract**

Today, nearly all public services--from schools and hospitals to prisons, fire departments, and sanitation--are considered fair game for privatization. Proponents argue that private firms responding to competitive market pressures will provide better service at lower cost. While this assertion has caused much controversy, the debate has consisted mainly of impassioned defenses of entrenched positions on all sides.

*You Don't Always Get What You Pay For* changes the contours of this debate. Elliott D. Sclar offers a balanced look at the pitfalls and promises of public sector privatization in the United States. Describing the underlying economic dynamics of how public agencies and private organizations actually work together, he provides a rigorous analysis of the assumptions behind the case for privatization.

The competitive-market model may seem appealing, but Sclar warns that it does not address the complex reality of contracting for government services. Using specific examples such as mail service and urban...
transportation, he shows that, in an ironic twist, privatization does not shrink government--the broader goal of many of its own champions. He also demonstrates that there is more to consider in providing these services than trying to achieve efficiency; there are issues such as equity and access that cannot be ignored.

Sclar believes that public officials and voters will soon realize the limitations of "contracting out" just as private corporations have come to understand the drawbacks of outsourcing. After examining the effectiveness of alternatives to privatization, he offers suggestions for improving public sector performance--advice he hopes will be heeded before it is too late.


**Abstract**

This article is about collaboration in the rural communities of the United States. The authors suggest that rural areas remain a critical foundation of the country's economy and culture. A report from the 1980s by the National Governors Association led leaders to establish the United States Department of Agriculture's National Rural Development Partnership. State Rural Development Councils are also discussed. These organizations bring together federal agencies and state government agencies and include representatives of local and tribal governments, as well as business and nonprofit organizations.


**Abstract**

What are states doing with respect to human resource practices to improve government operations? Using data collected by the Government Performance Project, this article identifies emerging trends and innovations in state personnel systems. Specifically, it provides a national comparison in the areas of personnel authority, workforce planning, selection, classification, and performance management. Results show that many states are delegating authority for personnel functions to agencies and managers, shifting their human resource missions to being more proactive and collaborative with agencies, and adopting performance management systems that integrate organizational and individual goals. In short, many states are investing considerable resources to modernize their human resource management systems.


**Abstract**

The use of interorganizational relationships such as collaboration, partnerships, and alliances between public, private, and nonprofit organizations for the delivery of human services has increased. This article contributes to the growing body of knowledge on collaboration by exploring one kind of interorganizational relationship—interagency collaboration—in the field of early care and education. It examines variations within interagency collaborations and their impact on management and program outcomes. The findings show that interagency collaboration has a clear impact on management, program,
and client outcomes: Specifically, the intensity of the collaborative relationship has a positive and statistically significant impact on staff compensation, staff turnover, and school readiness.

http://www3.interscience.wiley.com/journal/118561398/abstract


Abstract

Public and private funding sources often require nonprofit organizations to provide evidence of partnership with a governmental entity before financing a project. However, the circumstances under which working partnerships between the nonprofit and public sectors are forged and sustained have not been fully studied. This article presents the findings of a case study of land trusts and local governments and identifies conditions that foster successful collaboration. Social factors such as experience on the part of key personnel in working with the opposite entity and genuine affection for each other are more important than economic benefits. This suggests that a nonprofit agency interested in creating a viable partnership to improve a project should give careful consideration to assigning staff.

http://www3.interscience.wiley.com/journal/104557568/abstract


Abstract

In this study, nonprofit involvement in cross-sector collaborative efforts for post-Katrina and Rita relief, recovery, and rebuilding are examined. Using Bryson, Crosby, and Stone’s (2006) model as a framework, the collaborative and intermediary roles played by nonprofits in three affected areas, New Orleans, southwest Louisiana, and central Texas, are analyzed. Extensions of the model are introduced to include aspects of organizational capacity and individual and prosocial behaviors resultant of cross-sector collaboration during extreme events. Implications of the findings for nonprofit practice and policy as well as future research in emergency management are discussed.


Abstract

In this research, the author proposed and tested a model of how firms learn from their strategic alliances. Based on a survey of 151 firms, the results suggest that experience alone is insufficient for the achievement of the greatest benefits from collaboration. Experience must be internalized first, and collaborative know-how must be developed for this experience to contribute to future collaborative benefits.

http://www.jstor.org/sici?sici=0001-4273(199710)40%3A5%3C1150%3ATIOCKA%3E2.0.CO%3B2-G

Abstract

The next big step in public management research is to move beyond the question of whether management matters to answer the question: does democracy matter? The public management discipline has largely ignored the impact of democratic structure on performance, partly because of limited variation in the constitutional design of public service organizations. Recent growth in the number and types of special purpose governments offers an organizational population with a wider distribution on the democratic structure parameter. Conceptual and methodological advances in delimiting and measuring "democratic performance" as a function of formal structures and informal practices provide an intellectual infrastructure for scholars. Hypotheses are derived in which democratic performance is either a dependent or independent variable. Differences in contextual variables in the United Kingdom and the United States make transatlantic comparative research a worthwhile proposition. A research strategy for generating knowledge on "does democracy matter?" is set out.


Abstract

Collaboration is an increasingly important topic in the public administration and management literatures. A preponderance of studies focuses on how managers can build trust between the government and collaborative partners by means of behavioral attributes and managerial skill. In this article, the author suggests that stable institutions and local government structure facilitate collaboration by allowing public managers to more credibly commit in a policy arena. Using county data on open-space policy, the author finds empirical support for the proposition that county form of government, along with rules governing debt accumulation and administrative commitment, increases the breadth of county collaboration in open-space protection.

[http://jpart.oxfordjournals.org/content/19/1/1.short](http://jpart.oxfordjournals.org/content/19/1/1.short)


Abstract

In recent years, government's primary response to the emergent problems of homelessness, hunger, child abuse, health care, and AIDS has been generated through nonprofit agencies funded by taxpayer money. As part of the widespread movement for privatization, these agencies represent revolutionary changes in the welfare state. Steven Smith and Michael Lipsky demonstrate that this massive shift in funds has benefits and drawbacks. Given the breadth of government funding of nonprofit agencies, this first study of the social, political, and organizational effects of this service strategy is an essential contribution to the current raging debates on the future of the welfare state.


Abstract

Collaboration has received strong impetus in recent years. Service providers face greater expectations that they will share human and financial resources with other organizations, conduct joint planning, and devise
other ways to break down organization barriers. This article analyzes collaborative practices among nonprofit organizations in rural southern Illinois and the Mississippi Delta. Environmental factors present in rural areas suggest that collaboration may be difficult to accomplish. Clients are scattered over a large geographic area, they are hard to contact because of transportation problems, community financial resources are limited, staff salaries are low, and some rural populations resist service offerings. Despite these difficulties, nonprofits in the two rural regions do engage in significant collaborations, and their leadership shows strong commitment to partnering with other organizations. Certain characteristics of the rural environment actually facilitate collaboration.

http://www3.interscience.wiley.com/journal/104546590/abstract


Abstract
The threat of terrorism is at the forefront of security issues in the society. Terrorism must be dealt with through collaboration of multiple types and levels of agencies. Public sector interagency collaboration is explored through collective mind and beliefs of collaboration necessity in terrorism situations. It is found that the presence of a collective mind increases the likelihood that public sector representatives recognize and form beliefs that collaboration is necessary. It is also found that aggregates of representatives were more likely to actually collaborate with one another in addressing these cyber-terrorism threats when more shared the belief of collaboration necessity.

http://aas.sagepub.com/content/40/8/852.short


Abstract
Collaborative mechanisms are increasingly being used to deliver public services in the United States, with many scholars seeking to understand the operation and impact of these ventures. This article contributes to this research by breaking apart interagency collaborations used to deliver services, demonstrating the variations that can occur within a single form of collaborative service delivery. Examining collaborations to deliver early care and education services, this article demonstrates that scholars need to examine multiple collaborative ventures within policy fields to understand the variations that can arise during the implementation process and the implications of these variations for the public services.


Abstract
This exploratory research is aimed at offering insights into how intergovernmental dependencies influence Program Assessment Rating Tools (PART) ratings under circumstances when federal funds and responsibility are delegated downward in the system. The research offers formal support for the hypothesis that programs carried out under such circumstances score relatively lower on those portions of the PART instrument that are dependent on intergovernmental collaboration. The findings are important in that they draw attention to an opportunity to improve the consistency of PART ratings across programs. Specifically, they suggest that it may be necessary to revise the instrument to include questions that
recognizes and gives credit to efforts of intergovernmental collaborative efforts as part of the PART scoring process.

http://arp.sagepub.com/content/39/6/619.short


Abstract

The conceptual underpinnings of the public-private partnership idea are examined from the vantage point of whether such entities can produce economically efficient outcomes, can be considered politically effective, can prove administratively feasible, and can equitably distribute the benefits that they purchase. The author concludes by addressing the issue of what the future may hold for such collaborations.


Abstract

The paper offers an introduction to the journal's section entitled "The Reflective Practitioner," which deals with the collaboration of Auburn, Alabama with the Bulgarian city of Blagoevgrad. Sponsored by the U.S. Agency for International Development and the International City Management Association, Auburn's work with Blagoevgrad was part of a larger project pairing U.S. municipalities with those in developing and transitional countries. The intent was to make practical knowledge from well-run U.S. cities available to help solve the problems faced by local governments elsewhere. For reflective practitioners, the story illustrates the usefulness of knowing in action, that is, knowledge acquired in practice, and particularly its applicability across situations. Watson's account shows how practical knowledge generated in one context can be used to make things better even in a dramatically different situation.


Abstract

Reluctant Partners examines how the federal government can secure the cooperation it needs to effect national policy goals when the implementation process itself empowers potential adversaries. The current battle over how and where to permanently store the nation’s high-level nuclear waste poses one of the greatest challenges to federalism since the Civil War. Authority has been legislatively diffused among the federal government, the states, the counties, and certain affected Indian tribes. The situation also epitomizes the conflict that arises when Congress delegates final decisionmaking authority to the bureaucracy. The book contributes to the body of implementation literature by moving past organizational theory to consider issues of governance and leadership. However, it will disappoint the empiricist who sees an opportunity for the application of a theory go by the boards.

http://www.energystorm.us/Reluctant_Partners_Implementing_Federal_Policy-r120534.html


Abstract

Collaboration between governments, business, the voluntary and community sectors is now central to the way public policy is made, managed, and delivered. This book provides the first comprehensive and
authoritative account of the theory, policy, and practice of collaboration. Written by two leading authorities in the field, the book explores the experience of collaboration in regeneration, health, and other policy sectors, and assesses the consequences of the emergence of public-private partnerships contrasting the UK experience to that elsewhere in the world.


Abstract
For collaboratives to form, this article argues that a collaborative window (the confluence of problem, policy, organizational, and social/political/economic streams) must open, and a collaborative entrepreneur must act (recognizing the window and bringing together appropriate partners). This article argues that because collaborations form in response to particular collaborative windows, the initial governance structures developed will correspond to the conditions characterizing the window. Because initial governance structures are difficult to change and the conditions that characterized the collaborative window shift when the window closes, social service partnerships have built into them the seeds for their short-term demise. To illustrate this argument, a case study is presented of three small, community-based organizations that partnered to provide social services for persons living with HIV and AIDS in Orange County, California. The implications of this case study for understanding the potential long-term impacts of collaborations are discussed.

http://nvs.sagepub.com/cgi/content/abstract/31/2/165


Abstract
Social science research contains a wealth of knowledge for people seeking to understand collaboration processes. The authors argue that public managers should look inside the "black box" of collaboration processes. Inside, they will find a complex construct of five variable dimensions: governance, administration, organizational autonomy, mutuality, and norms. Public managers must know these five dimensions and manage them intentionally in order to collaborate effectively.


Abstract
This article conceptualizes and measures collaboration. An empirically validated theory of collaboration, one that can inform both theory and practice, demands a systematic approach to understanding the meaning and measurement of collaboration. We present findings from a study that develops and tests the construct validity of a multidimensional model of collaboration. Data collected using a mail questionnaire sent to 1382 directors of organizations that participate in a large national service program provides the basis for a higher order confirmatory factor analysis. The model that emerges from this analysis demonstrates an overall close fit with the empirical data and the high, standardized gamma coefficients estimated in the model confirm that five key dimensions contribute to an overall construct of collaboration. The primary purpose of this research was to stimulate interest in measurement of collaboration and refinement of the model. As such, we present a detailed description of the analytical
process, identify areas that affect interpretation of the data (such as possible selection bias), and propose areas for future research. We believe this effort to conceptualize and measure collaboration offers a foundation for further research.

http://jpart.oxfordjournals.org/content/19/1/23.short


**Abstract**

The article presents a look at Clive, Urbandale, and West Des Moines, three cities in central Iowa which have engaged in interlocal agreements and collaborative activities. The author mentions that the cities are currently figuring out how to collaborate further and how to improve fire and emergency medical service operations. The cities already collaborate in public safety, including a dispatch center. West Help, a project whose goal is to facilitate housing repair and rehabilitation within member communities, is another collaboration.


**Abstract**

The benefits and costs of collaborations are often discussed in generic terms. Rarely do studies estimate the fiscal value of costs and benefits. This study begins to address this important issue by estimating costs, revenues and savings associated with interlocal agreements, and estimating the factors that contribute to higher or lower savings from local collaborations. Findings indicate these factors include attributes of the actual resources used in collaboration, characteristics of the agreements themselves, and qualities of the partnering local governments. Several implications for public managers are indicated in the conclusion.


**Abstract**

The article discusses the national success of preparation efforts to prevent technological conversion problems in United States in the rollover from 1999 to 2000. In the new millennium the major investment that cities and counties made in Y2K remediation and preparation has paid off. Early reports from Public Technology Inc. members indicate that the rollover from 1999 to 2000 caused little difficulty for local government systems, and vital services continued without a hitch. Transportation, water supply, and public safety systems had been explicitly targeted for early and aggressive help, and this effort was reflected in their continued positive performance. Equally important, the social fabric of America has held up to the pressure. Thanks to the early political leadership of local elected and appointed officials, among other positive influences, there was no panic, no stockpiling of food and other resources, and a positive
collaboration between local government and the social sector (including neighborhood groups, nonprofit organizations, and the press).


**Abstract**

Since the early 1990s, public networks have been implemented in many countries to solve ‘wicked’ public problems, addressing such issues as health, social care, local development and education. While considerable research has been carried out into public networks, both managers and scholars are left with some doubts about network effectiveness. In fact literature on this topic has been highly fragmented, comprising a plurality of definitions, multiple theories, multiple methods and multiple explanations. This paper aims to review and classify previous theoretical and evidence-based studies on network effectiveness and its determinants. Our aim is to rearrange existing literature into a unitary framework in order to shed light on both hitherto unfilled gaps and established theoretical cornerstones.


**Abstract**

“The question asked here is how the horizontal relationship between public and private actors, with the overall aim of delivering public service, is squared with the requirement of democratic accountability according to the traditional model of command and control. Empirical analysis of the European satellite navigation program (Galileo), the European Investment Bank and health, and the European Financial market (the Lamfalussy model) shows that efficiency is at the forefront of the collaborations. Democratic accountability is assumed to take place because there is a formal chain of delegation. However, the private actors are not part of that chain and their accountability is never addressed. The market turn in European Union governance has opened up for private authority and emphasis of output legitimacy. It has not opened up for democratic reforms according to the very authority system of governance. We are dealing with a governance turn and yet it is still government.”


**Abstract**

States and municipalities have privatized services in an effort to improve their cost-effectiveness and quality. Competition provides the logical foundation for an expectation of cost savings and quality improvements, but competition does not exist in many local marketplaces—especially in the social services, where governments contract primarily with nonprofit organizations. As government increases its use of contracting, it simultaneously reduces its own public-management capacity, imperiling its ability to be a smart buyer of contracted goods and services. This article examines two questions about the privatization of social services based on interviews conducted with public and nonprofit managers in New York state: Does social services contracting exist in a competitive environment? And do county governments have enough public-management capacity to contract effectively for social services? The
findings suggest an absence of competition and public-management capacity, raising the question of why governments contract when these conditions are not met.

http://www.ingentaconnect.com/content/bpl/puar/2003/00000063/00000003/art00004


Abstract

Using agency and stewardship theories, this study examines how public administrators manage contracting relationships with nonprofit organizations. Interviews were conducted with public and nonprofit managers involved in social services contract relationships at the state and county level in New York State. The use of trust, reputation, and monitoring as well as other factors influence the manner in which contract relationships are managed. The findings suggest that the manner in which nonprofits are managed evolves over time from a principal-agent to a principal-steward relationship but with less variance than the theories would suggest. This results in part from the contextual conditions that include the type of service, lack of market competitiveness, and management capacity constraints. The intergovernmental environment in which social services are implemented and delivered presents complex challenges for public managers responsible for managing contract relationships. The findings from this study document those challenges and the corresponding management practices used with nonprofit contractors.

http://jpart.oxfordjournals.org/cgi/content/abstract/17/2/157


Abstract

In this article, the political environment of privatization and its impact on public management are examined in the context of the privatization of a state park in Georgia. The study specifically focuses on the actions of public managers in the privatization formulation and implementation stage. Public management capacity actually increased as a result of privatization. This is an outcome quite different from those reported by public management studies of other privatized services. Applying a principal-agent framework, this study yielded several lessons that may strengthen public managers ‘capacity to act as “smart buyers” of goods and services and to enforce accountability when managing contractual relationships. This study links theory to practice using a case study that allows a careful examination of the strategic responses of public managers confronted by largely political, as opposed to economic, pressures to privatize an already successful state park.

http://arp.sagepub.com/cgi/content/abstract/33/2/146


Abstract

The evolution of the New Public Management movement has increased pressure on state bureaucracies to become more responsive to citizens as clients. Without a doubt, this is an important advance in contemporary public administration, which finds itself struggling in an ultradynamic marketplace. However, together with such a welcome change in theory building and in practical culture reconstruction,
modern societies still confront a growth in citizens’ passivism; they tend to favor the easy chair of the customer over the sweat and turmoil of participatory involvement. This article has two primary goals: First to establish a theoretically and empirically grounded criticism of the current state of new managerialism, which obscures the significance of citizen action and participation through overstressing the (important) idea of responsiveness. Second, the article proposes some guidelines for the future development of the discipline. This progress is toward enhanced collaboration and partnership among governance and public administration agencies, citizens, and other social players such as the media, academia, and the private and third sectors. The article concludes that, despite the fact that citizens are formal “owners” of the state, ownership will remain a symbolic banner for the governance and public administration–citizen relationship in a representative democracy. The alternative interaction of movement between responsiveness and collaboration is more realistic for the years ahead.


Abstract

Many people have always believed that more can be accomplished when government, business, and the general public cooperate with a common goal in mind. Unfortunately it has taken the recent manifestations of two of humankind's oldest scourges—terrorism and disease—to bring the point home. For example, the lack of collaboration among various government agencies prior to the attacks of September 11, 2001, has been found to have been of such an egregious nature that a new Homeland Security umbrella department was formed to ensure a new level of cooperation. And in China in early 2003, SARS (Severe Acute Respiratory Syndrome) was found to have spread far beyond initial reports, a discovery that led in April of that year to the unprecedented step of firing the mayor of Beijing for mishandling the situation. To handle potential future attacks and outbreaks of disease, as well as to maximize the results of collaboration when times are good, it is imperative for citizens, the private sector, and government agencies--especially at the local, regional, and state levels--to learn how, when and why they should share information, knowledge, and resources to get things done. Collaboration is the real challenge facing free democracies in the future, and the success of modern societies will hinge upon our meeting this challenge. The community level is a most promising arena in which to start and to practice many collaborative ventures. The power of citizens as individuals and within groups can be expected to increase dramatically, in line with more involvement of the media and academia. This book presents various examples of successful collaboration and partnership for inspiration and presents atheoretical typology among such closely related concepts as integration, partnership, cooperation, coordination, and association. Current thinking in the field is rather pessimistic about the actual willingness to collaborate among all parties. This book offers a more optimistic (but also realistic) pattern of alliance that is vital for modern societies that carry the heavy burden of citizens' growing demands and needs.

http://www.amazon.co.uk/Managing-Collaboration-Public-Administration-Governance/dp/1567205674


Abstract

The relationship between theory and practice is essential to 'applied sciences' such as public management. However, the current debate on this topic lacks empirical substantiation. Here I develop a methodology for the indication of how the theory-practice gap is actually addressed in a given subfield of management enquiry. I distinguish three archetypal strategies of relating theory to practice and develop several bibliometric indicators for them. Subsequently, I apply this methodology in a case study on the German
public management debate from 1989 to 2005, a study based on bibliometric data of some 900 articles on public management. As will be demonstrated, in Germany, the theory-practice divide is predominantly framed as a problem of knowledge transfer between scholars and practitioners. Reflections on the institutional structures of public management in Germany make it clear why the transfer strategy is chosen, thus proving the validity of the suggested indicators.


Abstract

The crisis of competitiveness in U.S. industry highlights the fact that many modern organizations can survive only by cooperating with each other. Japan’s economic success is largely premised on the cooperative interaction of different institutions. In the United States, some businesses have also recognized their interdependence with other social institutions and are seeking out partnerships to achieve common goals.


Abstract

One of the first collections of empirical studies on the international experience with public–private partnerships (PPPs), The Challenge of Public–Private Partnerships: Learning from International Experience raises several crucial issues that challenge the effectiveness of PPPs. It does a good job of organizing scattered research on a complicated topic, examining partnerships in historical, political, and economic contexts, and pointing out major defects in previous studies. The editors have assembled an all-star cast of contributors to accomplish three major goals relating to PPPs: to reexamine the huge range of definitions, to review the international experience and learn from the outcomes, and to call for more careful and balanced assessment.


Abstract

Collaboration is a necessary foundation for dealing with both natural and technological hazards and disasters and the consequences of terrorism. This analysis describes the structure of the American emergency management system, the charts development of the Federal Emergency Management Agency, and identifies conflicts arising from the creation of the Department of Homeland Security and the attempt to impose a command and control system on a very collaborative organizational culture in a very collaborative sociopolitical and legal context. The importance of collaboration is stressed, and recommendations are offered on how to improve the amount and value of collaborative activities. New leadership strategies are recommended that derive their power from effective strategies and the transformational power of a compelling vision, rather than from hierarchy, rank, or standard operating procedures.

http://www.ingentaconnect.com/content/bpl/puar/2006/00000066/A00101s1/art00014?crawler=true

**Abstract**

Current theories of community-based collaborative governance arrangements rely on the presence (or absence) of certain antecedent community conditions as well as incentives for institutional change deriving from the sociopolitical and economic environment. The combination of antecedent conditions and incentives is helpful in understanding why collaboratives emerge and succeed in “easy” cases (strong incentives, conducive antecedent conditions). Yet the combination is of little help in understanding the institutional change puzzle for collaboratives in “tough” cases (strong incentives, poor antecedent conditions). Examination of a “tough” case in the Blackfoot watershed (Montana), which eventually blossomed into a successful collaborative, shows the importance of a particular set of new ideas, or shared norms, around which participants coalesced. These new ideas for understanding public problems, the community itself, and the relationships among stakeholders, became a broad conceptual framework for guiding stakeholder interaction as they attempted to manage the many public problems facing the watershed.


**Abstract**

The study of managers in collaborative efforts continues to progress. In this article, the authors investigate the efforts by managers to build and maintain collaborative processes to address complex public problems that vary by policy area (emergency management, environmental regulation, and community renewal), focus on different dimensions of the problem, are prompted by different forms of system breakdown, and generate different collaborative responses. This study investigates whether there are essential characteristics of collaborative capacity building that cut across these three cases, and it is found that the key managers in each case build collaborative problem-solving capacity by adopting a common approach comprising the same six practices.


**Abstract**

Networks have assumed a place of prominence in the literature on public and private governing structures. The many positive attributes of networks are often featured—the capacity to solve problems, govern shared resources, create learning opportunities, and address shared goals—and a literature focused on the challenges networks pose for managers seeking to realize these network attributes is developing. The authors share an interest in understanding the potential of networks to govern complex public, or “wicked,” problems. A fundamental challenge to effectively managing any public problem in a networked setting is the transfer, receipt and integration of knowledge across participants. When knowledge is viewed pragmatically, the challenge is particularly acute. This perspective, the authors argue, presents a challenge to the network literature to consider the mind-set of the managers—or collaborative capacity-builders—who are working to achieve solutions to wicked problems. This mind-set guides network managers as they apply their skills, strategies, and tools in order to foster the transfer, receipt, and
integration of knowledge across the network and, ultimately, to build long-term collaborative problem-solving capacity.


Abstract
Collaborative capacity is central to long-term problem-solving success and poses a challenge for public management scholars—How does one measure collaborative capacity? The authors treat collaborative capacity as an outcome and develop a multidimensional collaborative capacity assessment framework that measures whether capacity is enhanced, stays the same, or is diminished. The framework is applied to two collaborations involving endangered species in the United States. Although traditional measures of compliance show little difference, the full framework finds a stark contrast in long-term problem-solving capacity. One case evinces high overall capacity, whereas the second case registers low, even diminished, capacity.


Abstract
This article reports progress on developing a theory of public participation that may prove useful to administrative bodies. The authors review a theory of public participation based on Habermas’s theory of communicative action and then reconsider the theory in light of a case study. Participants of a forest policy-making process reported their perceptions of a good process, and the authors used grounded theory methodology to induce criteria of good process. By contrasting the case study results with the theoretical criteria, insights are left into the strengths and shortcomings of the theory.


Abstract
The rationale for collaborative environmental management often hinges on two factors: first, specialized training creates biased analytics that require multidisciplinary approaches to solve policy problems; second, normative beliefs among competing actors must be included in policy making to give the process legitimacy and to decide trans-scientific problems. These two factors are tested as drivers of conflict in an analysis of 76 watershed partnerships. The authors find that analytical bias is a secondary factor to normative beliefs; that depicting the primary driver of conflict in collaborative environmental management as between experts and nonexperts is inaccurate; that compared to the “life” and “physical” sciences, the social sciences and liberal arts have a stronger impact on beliefs and choice of allies and opponents; and that multiple measures are needed to capture the effect of analytical biases. The essay offers lessons for public administrators and highlights the limitations and generalizations of other governing approaches.


Abstract

While collaboration among individuals, work groups, and organizations is central for understanding the performance of public agencies, most studies have focused on collaboration between organizations or sectors. We develop a model that focuses on two types of collaborative behavior: between persons (both horizontal and vertical) and between work units. We empirically test our hypotheses using data on work collaboration and perceptions of public agency performance from the United States federal government. We introduce a method for estimating the impact of different types of collaborative behavior that also accounts for nonlinear effects and a dependent variable that takes ordered values. We find that intra-organizational collaborative behavior has a large impact on organizational performance and that horizontal collaborative behavior between workers has the greatest impact among the specific types.

http://www.informaworld.com/smpp/content~db=all~content=a930868226


Abstract

Planned change and learning are often presented as necessary and beneficial organizational activities, especially during times of environmental flux. Although change can be imposed as a diktat from above, the literature often suggests that employees and others should become involved in such change. Thus, the organization is faced with questions about obligations to involve employees, clients, customers, and citizens in such change. This study examines how various moral schemata treat moral claims to participation. Although there is no clear answer to the question of the moral obligations of the organization with respect to engaging participation in planned change, these schemata do alert organizational leaders to the moral complexities surrounding participation.

http://aas.sagepub.com/content/40/8/852.short