

---

# Index

---

- accountability 124–5, 133–4, 383, 532
  - financial 435–6
  - international bureaucrats 451
  - nonprofit organizations 317, 435–6
  - and public participation 411
  - see also* bureaucratic accountability and performance
- Acker, Joan 296, 297
- Adams, Guy 19–20
- Adarand v. Pena* 267
- administration 530
  - de Tocqueville on 82, 83–4, 89
- administration and politics, interaction
  - between in policy-making process 442, 449–51
  - administrative influence on policy 444–9
  - clientele support 446
  - expertise 445–6
  - implementation and control 443–4
  - levels of government 449
  - policy networks 447
  - policy subsystems 448
  - policy type 448
- administrative discretion, and social equity 231–4
- administrative law 26–7, 75
  - definitions of 27
  - and public administration scholarship 29–31
  - sources of 28–9
  - and state–federal conflict 67–8
- administrative power 443, 445–7
- Administrative Procedure Act (APA, 1946) 28, 29, 36, 416
- administrative state 50
- Administrative State, The* (Waldo) 11
- adverse selection 51
- advocacy coalition framework (ACF) 359
- affirmative action 262–8, 270
- Affordable Care Act (ACA) 69, 74
- African Americans 259, 260–62
  - and affirmative action 262–4, 265, 266–8
  - discrimination 269
  - wage gap 269
- agencies, types of 470
- agency 51
- agent-based models (ABMs) 361
- Agranoff, Robert 343
- algorithms 229
- Alkadry, Mohamad G. 298
- American Dilemma, An* (Myrdal) 259
- American Revolution 86, 120
- amotivation 184
- anarchy 83
- Andrews, Rhys 157, 163–4, 165, 166
- Angwin, Julia 229
- Ansell, Chris 343
- Aoki, Keith 33, 35
- appointments, Presidential 59, 60–62, 113–14
- Aristotle 232, 233
- Arnold, Gwen 359, 366, 367, 369
- Arnold, R. Douglas 52
- artistic sensitivity 231
- Asia, development of public administration 22
- associations 96, 97
- asymmetric information 51, 54, 141–2, 147, 434, 445
- attitudes 174, 177–8, 227
- Attitudes toward History* (Burke) 227
- attorneys general (state) 69–70
- Australia, employee engagement 198
- authority
  - distribution of 504–7, 520
  - and innovation 503
  - of legislature 53
  - and program implementation 477–8, 481–2
- autonomy
  - and artistic impulse 231
  - employees 158, 165, 167
  - and motivation 184
  - organizations 14, 34, 161
  - and social equity discourse 237
- backwards mapping 483
- balanced budget requirements (BBRs) 431
- Bannon, Stephen K. 50, 536
- Barr, Stephen 104–5
- Battaglio, R. 176–7
- Bawn, Kathleen 56
- behavioral network science 361–2
- behaviors
  - ethical 124
  - and institutionalism 290
  - and motivation 174, 178–9, 185
  - and policy implementation 478
  - see also* organizational behavior research
- Berardo, Ramiro 360

- Bertelli, A.M. 42, 56, 184, 185  
 Bingham, Lisa Blomgren 334  
 boards  
     city 504–5, 506  
     of directors, nonprofit organizations 385–6  
 Bogley, Brett 193  
 bonds 385  
 borrowing costs 434  
 Boyne, George 126, 157, 163–4, 165, 166  
 Bozeman, Barry 246  
 Bretschneider, Stuart 246  
 Briffault, Richard 33–4  
 Britton, Dana M. 296  
 Bryson, John M. 339, 346  
 budget stabilization funds (BSFs) 431–2  
 budgeting, public 436–7  
*Building a New American State* (Skowronek)  
     16–17  
 bureaucracy  
     nature of 137  
     role of 62  
     views on, and gender 279, 280  
 bureaucracy and democracy 81–2, 96–7, 121–2,  
     532  
     bureaucracy's reconstitution of democracy  
         90–94  
     de Tocqueville on 82–4, 87–90  
     democratic individualism, bureaucracy and  
         soft despotism 88–90  
     Friedrich on 86–7, 88  
     future research suggestions 97  
     interdependence of 82–8  
     reformed bureaucracy's effect on democracy  
         94–5  
     Weber on 84–6, 87  
 bureaucracy and politics, *see* administration  
     and politics, interaction between in policy-  
     making process  
 bureaucratic accountability and performance  
     122–4, 133–4  
     administrative performance and effectiveness  
         125–7  
     bureaucratic accountability and  
         responsibility 124–5  
     efforts to reconcile 127–32  
     external accountability mechanisms 127–30  
     internal accountability mechanisms 130–32  
 bureaucratic control 56–8, 62, 63  
 bureaucratic discretion 56–8, 137–40, 151–2,  
     443–4  
     agency discretion 140–41  
     disagreement on principles, measurement  
     and problem assessment 142–3  
     empirical study of, implications of principal-  
     agent theory (PAT) 150–51  
     information asymmetry 141–2, 147  
     and organizational hierarchy 143–4  
     principals with different principles 143–6  
     social equity, and administrative discretion  
         231–4  
     why public sector agent looks inefficient  
         148–9  
 bureaucratic expertise 445–6, 447, 448–9,  
     450–51, 536  
 bureaucratic model 227  
 bureaucratic neutrality 295  
 Burke, Kenneth 223, 224, 225–6, 227–9, 234,  
     239  
 Bush, George W. 60  
 Bush (George W.) Administration  
     accomplishments 106–8  
     big government conservatism 108–11  
     civil service reform 104–5  
     management agenda 103–4, 110  
     mismanagement 109–11  
     opposition 105–6  
     public management reforms 100  
 business 93, 94, 120  
 business process outsourcing (BPO) 106  
 Byrne, Zinta S. 195  
  
 Cameralism 154  
 Canada, employee engagement 198  
 capital 92–3  
 capital investment 433  
 capitalism, Weber on 85  
 capitalization, nonprofit organizations 384–5  
 Carpenter, Daniel P. 14, 445, 446  
 cash flow 384  
 centralization, organizations 511, 512–13, 520  
 Chen, Chung-An 177–8, 184  
 chief administrative officers (CAOs) 503,  
     505–7, 520  
 Cho, Yoon Jik 178, 179  
 cities 32  
     boards 504–5, 506  
     Model Cities Program 417  
     sustainability research 308–11  
     *see also* local governance, collaborative;  
         public health policy, role of  
         organizational structure (using fs/QCA)  
 citizen/civic engagement 409  
     in sustainability 309–10, 320  
     *see also* public participation  
*City Trenches* (Katznelson) 14  
 civil rights 17, 260–64, 269  
     affirmative action 262–8, 270  
 Civil Rights Act (1964) 263–4, 266–7, 417  
 civil service reform 104–5, 120–21  
 Civil Service Reform Act (1883) 120

- class 14
- Clinton Administration 102–3
- co-production 313–15, 379
- Colander, David 479–80
- collaboration 31–5, 193–4, 249–50, 334–6
- challenges 346–8
  - collaborative governance 33, 335, 336, 338, 342–3, 359
  - conditions and skills necessary 343–5, 400
  - definitions 336, 337–8, 339
  - future research 348
  - importance of individual 344–5
  - participants 336, 338
  - practical reasons for 342–3
  - process 338–9
  - sought outcomes 340
  - structure of 339–40
  - and sustainability 313–15, 316–17, 320
  - theoretical reasons for 341–2
  - use as public management tool 341–3
  - see also* local governance, collaborative
- ‘collective impact’ 381
- collective learning 490
- common-pool resources (CPR) 291, 312
- community, sense of 95
- Community Action Agencies (CAAs) 417
- community goals 398–9
- compassion, at work 201
- complexity 479–80
- Congress 52–6
- bureaucratic control 56–8, 63
  - collaboration 335
  - committees 53, 55–6, 57
  - and President 58, 61, 63
- congressional dominance 52–6
- Connell, Raewyn 297
- Conner, Thaddieus W. 253
- conservatism, big government 108–11
- Constitution, *see* US Constitution
- constitutional analysis 41–2
- constitutionalism, Friedrich on 86, 87
- contracting out 94, 101–2, 354
- contracts and contracting 52, 316–17, 379–80, 382, 383–5
- interlocal agreements (ILAs) 395–8, 399–400
- control
- bureaucratic 56–8, 62, 63
  - political, of bureaucracy 443–4
- conventional participation 412–13, 415, 416–17, 418, 420–21
- coordination 532
- coping 214
- corporations 92, 93
- cosmopolitanism 235
- cost management 436
- counterproductive behaviors 205–6, 208, 210–11, 213–14, 216
- county governments 396–7
- CourTools 40
- courts 29, 35–42, 75, 279; *see also* state–federal conflict; Supreme Court
- ‘creaming’ 383
- credit ratings 434
- crises 15, 215, 314
- cross-sectional survey data, limitations of 181
- cultural and professional socialization 244, 248–53, 254
- customer satisfaction surveys 418
- ‘customers’ 418
- Dahl, Robert 122
- datasets, historical context of 22–3
- Davis, Gerald F. 154
- debt management 433–4
- Deci, Edward L. 184, 185, 196
- decision-making 290–91
- effective 163
  - employee involvement 167
  - and structures 293–4
- decision processes 226
- ‘deep state’ 536
- DeHart-Davis, Leisha 175–6
- delegation 91
- ‘contracts’ 52
  - and principal–agent theory (PAT) 51, 443–4
- deliberation 414
- democracy
- building participation infrastructures 420–23
  - and bureaucratic accountability 124
  - crises of 15
  - development of 415
  - threats to 536
  - see also* bureaucracy and democracy
- Democracy in America* (de Tocqueville) 82, 83, 84, 88–9
- Demonstration Cities and Metropolitan Development Act (1966) 417
- Department of Defense (DOD) 104–5, 106, 462, 464
- Department of Homeland Security (DHS) 105
- dependency 341
- descriptive artifacts 489
- Desolation and Enlightenment* (Katznelson) 14
- despotism, de Tocqueville on 82–3, 84, 88–9
- Dilworth, Richardson 18–19
- DiMaggio, P.J. 292
- Dimock, Marshall Edward 1
- direct participation 410, 411–15, 416, 417
- discretion, bureaucratic, *see* bureaucratic discretion

- discrimination 259, 269  
 discrimination, combating 259, 269–70  
     affirmative action 262–8  
     future 269  
     pressure for change 260–62  
     redistribution 265  
 diversity 272  
     of management 507, 508–10, 520, 521  
     management of 276–8, 281  
 diversity research 254, 272–3  
     diversity in public organizational behavior  
         278–81  
     diversity management 276–8, 281  
     future of 281–3  
     need to broaden 282–3  
     representative bureaucracy 273–6, 281  
 Dubnick, Melvin J. 124  
 Duncan, Hugh Daziel 231  
 Dworkin, Ronald 232
- economic development 397, 398–9, 401  
 efficiency  
     and ethics 131  
     local government 396  
     private and public sectors 148–9  
     values 466–7  
 ego-centric studies, networks 356  
 Eisenhower, Dwight D. 262  
 elections 96  
     2016 215, 237, 240  
     administration of 70, 73, 90  
     Lowi on 91  
     Weber on 85  
 Elkin, Stephen 92, 93  
 Emerson, Kirk 194, 343  
 emotional labor 251, 279  
 emotions 215–16  
 employee engagement 160–61, 192, 201–2  
     context for collaboration 193–6  
     cross-cultural comparisons 198–9, 201  
     definitions of 195, 196, 199  
     discretionary effort 200  
     push for enhanced 194–6  
     recommendations 200–201  
     relatedness 199  
     social support 201  
     US Office of Personnel Management (OPM)  
         model 192–3, 196–8, 199, 200, 201  
 Employee Engagement Index 197, 198,  
     200  
 employment-at-will (EAW) 176–7  
 empowerment, of employees 167  
*End of Liberalism, The* (Lowi) 91  
 engagement, *see* citizen/civic engagement;  
     employee engagement
- Enterprise of Public Administration, The*  
 (Waldo) 11–12  
 environmental policy, innovation adoption  
     (case studies) 366–71  
 Environmental Protection Agency (EPA) 71,  
     73  
 environmental sustainability studies 306–8  
 Epp, Charles 17  
 Epstein, David 54  
 equal opportunity, *see* discrimination,  
     combating  
 equality 230  
 equity  
     social 132  
     and sustainability 315  
     *see also* social equity, rhetorical perspectives  
 eRulemaking 104  
 ethical behavior 124  
 ethics 131, 238  
 evaluations, policies and programs 478, 483  
 evidence-based practice 381, 456–7  
 exchange relationships 341  
 executive orders 28, 59, 72–3  
     nondiscrimination 261, 262, 263, 264  
 expectations 296  
 expertise, bureaucratic 445–6, 447, 448–9,  
     450–51, 536  
 exponential random graph models (ERGMs)  
     360–61  
 extrinsic motivation and rewards 162, 166,  
     168–9, 183–4, 185
- Fair Employment Board (FEB) 262  
 Fair Employment Practices Committee  
     (FEPC) 261–2  
 Falcone, Santa 247  
*Fear Itself* (Katznelson) 14  
 federal agencies 57, 71  
 Federal Emergency Management Agency  
     (FEMA) 110  
 Federal Employee Viewpoint Survey (FEVS)  
     197, 201, 278  
 federal–state conflict, *see* state–federal conflict  
 Federal Trade Commission (FTC) 53  
 federalism 67, 68, 72, 113, 334, 464  
 Feiock, Richard 394  
 financial accountability 435–6  
 financial condition analysis 432–3  
 financial management, research, *see* public  
     financial management, research  
 financial sustainability studies 311–13  
 Finer, Herman 122  
 Fiorina, Morris 52  
 ‘fire alarm’ oversight processes 54  
 fiscal institutions 431–2

- Fisher v. University of Texas* 268  
*Forging of Bureaucratic Autonomy, The*  
 (Carpenter) 14  
*Four Crises of American Democracy* (Roberts)  
 15  
 Fox, Suzy 215–16  
 Frederickson, H. George 294–5, 400; *see also*  
 social equity, rhetorical perspectives  
 French Revolution 84  
 Frey, Bruno S. 185  
 Frey, Lawrence 222–3  
 Friedman, Lawrence M. 30  
 Friedrich, Carl 86–7, 88, 122  
 fs/QCA (fuzzy set qualitative comparative  
 analysis), *see* public health policy, role of  
 organizational structure (using fs/QCA)  
 funding 246, 384, 385, 386, 388, 435–6, 514,  
 515, 516–17, 520–21  
 fuzzy set qualitative comparative analysis (fs/  
 QCA), *see* public health policy, role of  
 organizational structure (using fs/QCA)
- Gains, Francesca 447  
 game theory 361  
 Gash, Alison 343  
 Gazell, James A. 39  
 gender  
 diversity research 273–5, 278–80, 281–3  
 and motivation 175–6  
*see also* women  
 gendered and racialized institutions 295–9  
 Gerard, Catherine 345  
 Gillette, Clayton P. 32, 33, 35  
 Gladden, Edgar Norman 21–2  
 goals 209, 211–12  
 community 398–9  
 and performance measurement 466–8  
 Gore, Al 102  
 Gormley Jr., William T. 448  
 governance 334  
 collaborative 33, 335, 336, 338, 342–3, 359  
 network 355–6, 357  
 nonprofit organizations 385–6, 388  
 and policy implementation 478  
 types 357  
*see also* local governance, collaborative  
 government  
 big government conservatism 108–11  
 centralized 82–4  
 and public services 376, 377  
 public skepticism of 120  
 size of 101, 109  
 Government Performance and Results Act  
 (GPRA) 102, 106–7, 464, 466, 468, 469  
*Grammar of Motives, A* (Burke) 228  
*Gratz v. Bollinger* 268  
 Great Recession 311  
 greenhouse emission reduction programs  
 307  
 Greenwood, Royston 293  
 Griffith, Janice C. 32, 34  
 Grose, C.R. 56  
 group learning 280–81  
 Gruber, Judith 233  
*Grutter v. Bollinger* 268  
 Gulick, Luther 392, 395, 398, 399, 403
- Hall, Thad E. 335  
 Hamidullah, Madinah F. 249  
 Hammond, T.H. 56, 144  
 Hatmaker, Deneen M. 187  
 Hauser, Gerard 223, 229–30, 234, 235, 236,  
 238, 239–40  
 health policy, *see* public health policy, role of  
 organizational structure (using fs/QCA)  
 Healy, Jack 231  
 Heaphy, Emily D. 199, 201  
 hierarchical organization 226  
 historical perspectives in public administration  
 11–12, 530–31  
 administrative techniques (history as a  
 manual) 18–20  
 analytical and problem-solving techniques  
 (history as a tool) 15–18  
 charting a path forward 20–23  
 development of public administration  
 119–22  
 framework for understanding the value of  
 history 12–13  
 philosophical observation (history as a map)  
 13–15, 16  
*History of Public Administration, A* (Gladden)  
 21–2  
 hollow state 101–2  
 homophily 296  
 Housing Act (1949) 416  
*Human Equation, The* (Pfeffer) 157  
 human relations model 228  
 human resources management 157, 165, 254  
 human resources policies, and motivation  
 176–7  
 human superiority supposition 227  
 Huxham, Chris 341, 344  
 hybrid organizations 387
- immigration law 70, 71, 73, 150  
 Imperial, Mark T. 336, 346  
 implementation, *see* policy and program  
 implementation  
 ‘implementation science’ 456–7, 478–9, 483

- In Search of Excellence* (Peters and Waterman) 154–5
- incentives, and motivation 181
- incivility, workplace 210–11
- indirect participation 410–11, 416, 417
- individualism 88–9, 90, 94, 95, 194, 195
- informal sector 386
- information
  - asymmetry 51, 54, 141–2, 147, 434, 445
  - and performance measurement 468–72, 473
  - sharing 158, 159, 165–6, 168
- information technology (IT) 317
- innovation 366–71, 381–2, 503, 506–8
- Institutional Collective Action (ICA)
  - framework 394, 401
- institutional model 228
- institutionalism 289–90, 299–301
  - as public administration 292–5
  - in public administration 290–92
  - race and gender 295–9
- institutions 247
  - fiscal 431–2
- interest groups 54
- interlocal agreements (ILAs) 395–8, 399–400
- interlocal government collaboration 31–5
- internal stability, organizations 163, 164, 165, 167–8
- international bureaucrats 450–51
- International City/County Management Association (ICMA) 395, 402, 403
- Internet, and public participation 413, 420, 422
- intersectionality 282
- intrinsic motivation 176, 177–8, 183–4, 185
- Isett, Kimberley R. 346
- isomorphism 292, 296
- Jack, Jordynn 225–6
- job design 167
- job involvement 159
- job satisfaction
  - and diversity 280
  - and motivation 177, 178
  - and racial diversity 277
- job security 157
- Johnson, Lyndon B. 263–4, 417, 462
- Johnson v. Transportation Agency, Santa Clara County, California* 267
- judges 36
- judicial administration 35–42
- judicial review 29
- Juenke, Eric G. 250–51
- Kahn, William A. 199, 201
- Kania, John 381
- Kanter, Rosabeth M. 296
- Katznelson, Ira 13–14
- Kennedy, John F. 262–3
- Kettl, Donald 123, 124, 193–4
- Kim, Seok Eun 176
- Knott, J.H. 56, 144
- knowledge management 159
- Koppell, Jonathan G.S. 451
- Kramer, Mark 381
- Krause, George A. 53
- Kupers, Roland 479–80
- law 29, 42, 240
  - as accountability mechanism 129
  - rule of 91, 92, 532, 536, 537
  - see also* administrative law; legal scholarship
- Lawler, Edward E. 156, 159, 165, 166
- layoffs 157
- leaders
  - demographics 507
  - diversity 507, 508–10, 520, 521
  - public participation 421–2, 423
- leadership 161–2
  - and collaboration 193, 194, 342, 344–5, 346–8
  - and employee engagement 197–8
  - ‘great man’ theories 345
  - and masculinity 296–7
  - moral 241
  - nonprofit organizations 386
  - for sustainability 314
  - see also* management; management, for high performance
- learning 280–81, 307, 490
- Lee, Young-Joo 184
- legal accountability 125
- legal ownership of organizations 245–6
- legal scholarship 29–31
  - local government 32, 33–5
- legal uncertainty 72, 74–5
- legislation, administrative interpretation of 55
- legislature, authority of 53
- legitimacy
  - international bureaucrats 451
  - public service 238
- Levy, Dan 108
- Lewis, David 60–61, 108
- LGBTQ rights 269
- Light, Paul 100, 101
- Lilla, Mark 235, 240
- Linden, Russell M. 194
- local governance, collaborative 392–3
  - community goals 398–9
  - future research 401–3
  - metropolitan services 395–8

- problem of metropolitan reform 393–5
  - teamwork machinery 399–401
- local government 392
  - administrators, and policy 445, 449
  - collaboration 31–5, 313
  - county 396–7
  - debt management 433–4
  - distribution of authority 504–7
  - and environmental sustainability 307
  - financial sustainability 311–12
  - fragmentation 393–4
  - management and performance 163–4
  - public participation 416–17, 418
  - and sustainability 320
  - tax and expenditure limits (TELS) 431
  - and urban sustainability 308–11
- local health departments (LHDs), *see* public health policy, role of organizational structure (using fs/QCA)
- local politics 96
- logic models 381
- London, Jack 224
- Low Income Housing Tax Credit (LIHTC) 385
- Lowi, Theodore 91–2, 93, 233
- Lubell, Mark 359, 360
- Lupia, Arthur 54
  
- Macey, William H. 201–2
- MacIntyre, Alasdair 238
- Madison, James 92, 93, 114
- Mahler, Jonathan 237
- Making Rights Real* (Epp) 17
- management
  - of diversity 276–8, 281
  - diversity of 507, 508–10, 520, 521
  - human resources 157, 165, 254
  - and performance 443
  - performance management 104–5, 106, 111–12, 317, 380–82
  - programs and program implementation 475, 490, 491
  - public, and program effectiveness 454–9
  - and race 252–3
  - subsystems, and accountability 129
  - of sustainability 318
  - tenure 249–51, 507–8, 509, 510, 520
  - upward, downward and outward 251–2
  - women in 251, 252, 273–4, 279, 507, 510
  - see also* leadership; new public management (NPM)
- management, for high performance 154–5, 169–70
  - advice on how to manage 166–9
  - common themes and unique contributions from research programs 164–6
  - employee engagement 160–61
  - high performance management practices (Pfeffer) 157–8
  - local governments (Walker, Boyne and Andrews) 163–4
  - model of public management and performance (Meier and O’Toole) 162–3
  - organizing for high performance (Lawler) 159
  - research programs 155–66
  - theory of effective government organizations (Rainey and Steinbauer) 161–2
- ‘managerial jurisprudence’ 36–7
- managerialism 100–103, 113–14
- managers
  - collaborative 344–5, 346–8
  - of networks 344
- Mandell, Myrna P. 339
- Mansfield, Harvey C. 13
- March, James G. 289, 291, 294
- March on Washington 260, 261, 263
- marijuana laws 73
- market accountability 124–5
- marketization 94
- Marvel, J.D. 57
- Master of Public Administration (MPA) 430
- Matheson, Craig 175
- mayors and mayor-councils 504–7, 508–10, 520
- McCubbins, Matthew D. 52–3, 54, 57
- McGrath, R.J. 57
- McGuire, Michael 343
- meetings, public 412–13, 416, 418–19
- Meier, Kenneth J. 156, 162–3, 165, 166, 251–2
- Merritt, Cullen C. 254
- methodology, re-examining ‘discarded’ 22
- Metropolitan Mayors Caucus (MMC) 399
- Metropolitan Planning Organizations (MPOs) 398, 399
- Metropolitan Problem and American Ideas, The* (Gulick) 392, 395, 398, 399
- Meyer, John W. 291, 292, 299
- Miller, Gary J. 62
- Milward, H. Brinton 101–2, 340, 344, 358–9
- Minnowbrook 224–5, 226, 244
- Mintzberg, Henry 226, 228
- mission-enabling and mission-inhibiting behavior, *see* organizational behavior research
- missions 161, 166, 176, 177
- Model Cities Program 417
- Moe, Terry M. 59, 60, 61, 63
- Moore, Mark Harrison 247–8
- moral hazard 51, 53–4, 57, 62
- moral leadership 241

- Moran, Mark J. 53  
 motivation 162, 166, 168–9, 200, 209  
 motivation research 172–3, 186–7  
     attitudinal consequences of motivation 177–8  
     behavioral consequences of motivation 178–9  
     concept map of 173–4  
     individual antecedents of motivation 175–6  
     intrinsic and extrinsic motivation 183–4  
     mediating and moderating variables 179–80  
     motivation crowding theories 185  
     organizational antecedents of motivation 176–7  
     public service motivation (PSM) research 180–82, 212–13  
     public values 182–3, 187  
 Moulton, Stephanie 247  
 Murray, Michael A. 245  
 Myrdal, Gunnar 259
- Nabatchi, Tina 194, 215  
 National Security Personnel System (NSPS) 104–5, 106  
 needs theory 186  
 neobureaucratic model 227–8, 229  
 neoliberalism 90, 94, 95, 418  
 network science 353–4  
     agent-based or behavioral approaches 361–2  
     case studies (bureaucrats and innovation adoption in environmental policy) 366–71  
     descriptive portrayals and simple statistical tests 358–9  
     exponential random graph models (ERGMs) 360–61  
     functionalist perspective 362–3  
     importance to public administration 354  
     multivariate regression with network variables as explanatory variables 359–60  
     nodes and links 354, 358, 360, 361–2, 363–6, 367–71  
     and public administration research 358–63  
     terminology 364–5  
     venues 360–61  
 networking, managerial 162–3, 164, 166, 168, 249–51, 252, 314  
 networks 353, 355–8  
     collaborative 340, 342, 344, 346–8  
     collaborative governance 335  
     critiques of research approaches 357–8  
     formation 361, 362  
     local government 396, 397  
     outcomes 358, 363  
     and policy implementation 478  
     policy networks 447  
     public participation 421–2  
     sustainability 313–14  
     teamwork machinery 399–401, 403  
     types and data collection 356–7  
     *see also* collaboration; local governance, collaborative  
     neutral competence 128  
 New Deal 13–14, 416  
 new economic institutionalism 291  
 new institutionalism 291–2  
 New Public Administration 132  
 new public management (NPM) 100, 113–14, 378–80, 418  
     Bush (George W.) Administration management reforms 100, 103–8  
     managerialism 100–103  
     Obama Administration 111–12  
     and performance measurement 467  
     and sustainability 316  
*New Rhetoric, The* (Perelman and Olbrechts-Tyteca) 231–2, 241  
 New York City (NYC), public health policy 497–8  
 NIMBY (not in my back yard) 418  
 Nixon, Richard 109  
 Nkomo, Stella M. 297  
 nonprofit organizations  
     co-production 379  
     collaboration 341  
     sustainability 316–18  
 nonprofit organizations, and public services 376–8  
     changed relationship with public administration 378–82  
     governing, as public administration challenge 382–6  
     looking ahead 387–9  
     separation from government 377–8  
 nonprofit sector, and public financial management 430  
     cost management 436  
     debt management 433  
     financial accountability 435–6  
     financial condition analysis 432, 433  
     revenue diversification 437–8  
 Norcross, Eileen 107–8  
 normative institutionalism 292, 294–5  
 norms 383  
 Novak, William 17
- Obama, Barack 419, 420  
 Obama Administration  
     employee engagement 197

- public management 111–12
- state–federal conflict 67–71, 74–5
- Oberholzer-Gee, Felix 185
- Office of Federal Contract Compliance Programs (OFCCP) 264
- Office of Management and Budget (OMB) 59, 111–12, 468, 469, 470
- O'Halloran, Sharyn 54
- Olbrechts-Tyteca, Lucie 229, 231–2, 233–4, 239, 241
- Old Regime and the French Revolution, The* (de Tocqueville) 82, 84
- O'Leary, Rosemary 244, 334, 344–5
- Olsen, Johan P. 289, 294
- Olsen, Robert 108
- Open Government Directive (OGD) 419–20
- organizational behavior research 205, 214–16
  - categorizing 206–11
  - counterproductive behaviors 205–6, 208, 210–11, 213–14, 216
  - diversity 278–81
  - in-role and extra-role behavior 207
  - mission-enabling, extra-role behavior 209–10, 212–13
  - mission-enabling, in-role behavior 208–9, 211–12
  - mission-enabling and mission-inhibiting behavior 207–8
  - mission-inhibiting, extra-role behavior 210–11, 213–14
  - mission-inhibiting, in-role behavior 210, 213
- organizational characteristics, and motivation 176–7
- organizational citizenship behaviors (OCBs) 200, 209–10
- organizational culture
  - and missions 161
  - and values 248
- organizational effectiveness 455
- organizational structure, and innovation 503
- organizational structure, role in public health policy, *see* public health policy, role of organizational structure (using fs/QCA)
- organizational sustainability 316–18, 320
- Ostrom, Vincent 41
- O'Toole, Laurence J. 156, 162–3, 165, 166, 250, 335
  
- Pandey, Sanjay K. 182, 183, 186–7
- Paperwork Reduction Act (1995) 468
- participatory budgeting 437
- partisan polarization, increase in 77
- path dependency 291
- Patient Protection and Affordable Care Act (ACA) 69, 74
  
- pay-for-performance (PFP) 380
- pay-for-success (PFS) 380
- pensions 312, 434–5
- Perelman, Chaim 223, 229, 231–2, 233–4, 239, 241
- performance
  - dimensions of 126
  - and distribution of authority 506
  - and diversity 280, 281
  - and diversity management 276–8
  - facilitators and barriers 126–7
  - and innovation 503
  - and management 443
  - and motivation 178–9, 181
  - and politics 113
  - and staffing levels 514
  - see also* bureaucratic accountability and performance; management, for high performance; performance management; performance measurement; performance measurement, conceptual map of; performance pay
- performance-based contracts 380, 382
- performance budgeting 436–7
- performance contracting 383–4
- performance management 380–82
  - civil service reforms 104–5, 106
  - nonprofit organizations 317
  - Obama Administration 111–12
  - see also* management, for high performance
- performance measurement
  - judiciary 37, 39–41
  - methods for 126
  - in non-democratic political systems 464
- Program Assessment Rating Tool (PART) 104, 106–8, 110–11
- program effectiveness 454–5
- performance measurement, conceptual map of 462–3
  - assumptions about producers of performance information 471–2
  - assumptions about users of performance information 470–71
  - checklist 472–3
  - performance measurement staff 465–6
  - political system 463–5
  - problems with performance information in different settings 470
  - relationship with other reforms 467–8
  - role of information in decision-making 468–9
  - values and goals 466–7
- 'performance movement' 463

- performance pay 158, 166, 185
  - and motivation 176
  - and principal-agent theory (PAT) 139–40, 141
- Permanence and Change* (Burke) 225
- Perry, James L. 174, 178, 179, 180, 338–9
- person–job fit 179–80
- person–organization fit 179–80
- Peters, B. Guy 94–5
- Peters, Thomas J. 154–5
- Pfeffer, Jeffrey 156, 157–8, 165–6
- ‘Philadelphia Plan’ 264
- piety 225–6
- Pitts, David W. 252
- planning 397, 398, 399
- Planning, Programming, and Budgeting System (PPBS) 462, 464
- Plato 232
- police, discretion 150
- policy and program implementation 475–6
  - analyzing complex implementation systems 481–2
  - case studies 484–91, 492
  - design principles 483–4
  - enabling managers to respond to emergence 490–91
  - intellectual foundations of analysis 476–9
  - intervening in complex implementation systems 482–91
  - intervention principles 483–5
  - perspectives 477–9
  - supporting management to improve implementation 491–2
  - understanding complex systems 479–80
  - understanding context 485, 487–8
  - use probes 488–90
- policy-making process, *see* administration and politics, interaction between in policy-making process
- policy networks 447
- policy reform, and sustainability 315–16
- political accountability 125
- political control, of bureaucracy 443–4
- political discourse 215
- political environment 535–7
- ‘political jurisprudence’ 36
- political processes and authority, policy implementation 477–8, 481–2
- ‘political studies enlightenment’ 14
- politicization 59, 60–61
- politics and administration, *see* administration and politics, interaction between in policy-making process
- Politics of Regulation, The* (Wilson) 448
- pork-barrel spending 56, 109
- POSDCORB 121
- Powell, W.W. 292
- power
  - administrative 443, 445–7
  - bureaucratic agencies 14
  - de Tocqueville on 82–3
  - Lowi on 91
- practitioners, links with scholars 533
- pragmatic orientation, public administration scholarship 534
- President 58–62, 63
- President’s Committee on Equal Employment Opportunity (PCEEO) 263–4
- President’s Committee on Government Employment Policy (PCGEP) 262
- President’s Management Agenda (PMA) 100, 103–4, 106, 110–11
- President’s Management Council (PMC) 103
- principal-agent theory (PAT) 51–2, 56–8, 62, 63, 137–40, 151–2, 379
  - agency discretion 140–41
  - congressional dominance 52–6
  - delegation 443–4
  - disagreement on principles, measurement and problem assessment 142–3
  - financial accountability 435
  - implications for empirical study of discretion 150–51
  - information asymmetry 141–2, 147
  - and institutionalism 293
  - principals with different principles 143–6
  - why public sector agent looks inefficient 148–9
- prison population 269
- private and public organizations, similarities and differences 245–6
- private goods 91
- private sector, and bureaucratic discretion, *see* bureaucratic discretion
- probes 488–90
- process re-engineering 159
- professional accountability 125
- professional and cultural socialization 248–53, 254
- professional expertise 114, 147
- professionalism and professionalization 130, 134, 162, 385, 386, 392, 450
- profit-related pay 158
- Program Assessment Rating Tool (PART) 104, 106–8, 110–11, 112, 464
- program effectiveness, and public management 454–9
- program implementation, *see* policy and program implementation
- Progressive Era 19, 22, 101, 120–21, 416, 534

- property, nature of 92–3
- proportional representation 273, 274–5
- Provan, Keith G. 101–2, 340, 344, 358–9
- psychological support 160
- ‘public’, notions and definitions of 534–5
- public administration
- current state and health of 530–33
  - early scholarship 121
  - future directions and challenges 534–7
  - key elements of 1
  - and related disciplines 76, 530, 535
- Public Administration in a Time of Turbulence* (Waldo) 11
- public choice model/theory 228–9, 393–4
- public employment, demographic representation 131
- public financial management, research 428
- cost management 436
  - debt management 433–4
  - developments 436–8
  - financial accountability 435–6
  - financial condition analysis 432–3
  - fiscal institutions 431–2
  - prominent areas of 431–6
  - and public administration scholarship 438
  - public budgeting 436–7
  - public finance 437–8
  - public financial resources 429–31
  - public retirement systems 434–5
- public goods 33, 138
- public health policy, role of organizational structure (using fs/QCA) 497
- conclusion 521–2
  - data and methods 497–502
  - discussion 517–21
  - distribution of authority 504–7, 526
  - leaders and leadership 507–10, 526
  - mini studies 502–17
  - resource munificence and locus 514–17, 527
  - structure 511–14, 527, 528
  - variables 501, 505, 509, 512, 516, 517–20
- public interest 92, 315–16
- public management, and program effectiveness 454–9
- public meetings 412–13, 416, 418–19
- public participation 409–11, 423
- assembling building blocks 422
  - building infrastructures for twenty-first century democracy 420–23
  - conventional 412–13
  - direct 411–15
  - empowering and activating leaders and networks 421–2
  - history of 415–20
  - systemic supports 422–3
  - thick 414–15
  - thin 413
- public–private partnerships, and sustainability 310
- public service motivation (PSM) 200
- research 180–82, 212–13
  - see also* motivation research
- public values 131–2, 182–3, 187, 247–8, 253, 254, 315
- publicness 244
- antecedents to managing (professional and cultural socialization) 248–53, 254
  - implications and conclusions 253–4
  - rhetorical perspective 234
  - theory 245–8
- qualitative comparative analysis (QCA), *see* public health policy, role of organizational structure (using fs/QCA)
- qualitative research, underuse of 186–7
- Raadschelders, Jos C.N. 19
- race
- and management 252–3
  - pay gaps 269, 279–80
  - and thick participation 418–19
- racial diversity 252–3, 273, 274–5, 277, 279–80, 281, 282
- racialized and gendered institutions 295–9
- racism 14, 237–8
- railroad industry, expansion of 17
- Rainey, Hal G. 126, 156, 161–2, 165, 166
- Randolph, A. Philip 260, 261
- rapid-cycle learning 490
- rational choice assumptions, institutionalism 293
- rational planning 164
- rationalized myths 292, 293
- Reagan, Ronald 109
- realized publicness framework 247
- recruitment 157–8, 165, 167, 254, 299
- of innovative candidates 367, 370
  - nondiscrimination and affirmative action 262, 263, 264, 265
- red tape 213, 418, 482–3
- Reed, Merl Elwyn 261
- regional special districts 397–8
- regulation, historical perspective 17
- relatedness 199
- representative bureaucracy 131, 164, 273–6, 281
- resource dependency 341
- resource munificence and locus 514–17, 527
- revenue diversification 437–8
- revenue stabilization 437

- Reynolds, Laurie 32, 34–5  
 Reznick, Jeffrey 193  
 rhetorical perspectives, social equity, *see* social equity, rhetorical perspectives  
 Richardson, Joanne 200  
*Rights Revolution, The* (Epp) 17  
 risk, and principal–agent theory (PAT) 142  
 Ritz, Adrian 181–2  
 Roberts, Alasdair 15  
 Romzek, Barbara S. 124  
 Roosevelt, Franklin D. 260–61  
 Rosenbloom, David H. 27, 28, 35, 39, 50, 128  
 Rowan, Brian 292, 299  
 Rubianty, Dian 176  
 Rubin, Alissa J. 225  
 rule of law 91, 92, 532, 536, 537  
 rules 482–3  
 Russell, Richard 261  
 Ryan, Richard M. 184, 196
- salience, policy 448  
 Schneider, Benjamin 201–2  
 scholars, links with practitioners 533  
 Scholz, John T. 360  
 Schunk, Javier 237  
 Schwartz, Thomas 52–3, 57  
 Scott, Patrick G. 247  
 Scott, W. Richard 154, 247, 292  
 secrecy 87  
 self-determination theory (SDT) 184, 196  
 self-managed teams 158  
 Sen, Amartya 235  
 Senior Executive Service (SES) 60, 101, 105  
 separation of powers 37, 41–2, 50, 63  
 set theory 501  
 sexual harassment 280  
 Shantz, Amanda 201  
 Shapiro, Martin 36  
 shared services 396, 397, 400  
 Shepherd, Katie 234  
 shirking 139, 140, 149  
 Simon, Herbert A. 121  
 size, organizations 511, 512–14  
 Skocpol, Theda 16  
 Skowronek, Stephen 16–17  
 Smith, Adam 530  
 snowball sampling 356–7  
 social enterprise and entrepreneurs 381–2, 383  
 social equality 230  
 social equity 132  
 social equity, rhetorical perspectives 222–4, 238–41  
     administrative discretion 231–4  
     democratic context and compound theory 229–31  
     and new public administration 224–6  
     social equity in context 227–9  
     state of social equity in American public administration 234–8  
*Social Equity in Public Administration* (Frederickson), *see* social equity, rhetorical perspectives  
 social impact bonds (SIBs) 380–81, 385  
 social innovation 381–2  
 social insurance, origins of 16  
 social learning 307  
 social media, and public participation 413, 422  
 social support 201  
 social sustainability 310  
 social workers, discretion 150–51  
 socialization, professional and cultural 244, 248–53, 254  
 software development 420  
 special districts 397–8  
 specialization, organizations 511–13, 520  
 Spector, Paul E. 215–16  
 staffing levels 514, 515, 516, 517  
 stakeholder red tape 213  
 stakeholders 161, 253, 359–60  
 starvation cycle 436  
 state attorneys general 69–70  
 state courts 37–41, 42, 279  
 state–federal conflict 67–8, 75–7, 464, 465  
     further research suggestions 76–7  
     legal uncertainty 72, 74–5  
     Obama Administration 68–71, 74–5  
     Trump Administration 72–4  
 state governments 32  
     debt management 433–4  
     tax and expenditure limits (TELS) 431  
 status distinctions, employees 158  
 statutes 28  
 Stazyk, Edmund 248, 253  
 Steelman, Toddi A. 339  
 Steinbauer, Paula 156, 161–2, 165, 166  
 stewardship theory 200  
 Stivers, Camilla 19  
 strategic action field (SAF) framework 481–2, 483, 484, 490, 491  
 strategy, organizations 164  
 stress 214  
*Study of Public Administration, The* (Waldo) 12  
 suburbanization 393  
 supportive housing case study  
     (implementation) 485, 486–7, 488, 489, 490, 492  
 Supreme Court  
     affirmative action 266–8  
     during Obama Administration 69, 70–71, 74–5

- sustainability research 304–5, 318–19  
 articles reviewed 305–6, 325–32  
 environmental sustainability studies 306–8  
 financial sustainability studies 311–13  
 future research 319–21  
 general theoretical articles 315–16  
 organizational context 316–18  
 sustainability in co-production and networked contexts 313–15  
 urban sustainability studies 308–11  
 sustainable development 304  
 systems, complex 479–80
- Taub, Amanda 235  
 tax and expenditure limits (TEs) 431  
 taxation 429  
 Taylor, Jeannette 179  
 teachers 151  
 teamwork machinery 399–401, 403  
 Temporary Assistance for Needy Families (TANF) case study (implementation) 484–5, 486–7, 488–9, 490, 492  
 Teodoro, Manuel P. 366–8, 370  
 thick participation 414–15, 417, 418–19  
 thin participation 413, 415, 420  
 Thoenig, Jean-Claude 294  
 Thomson, Ann Marie 338–9  
 Tocqueville, Alexis de 82–4, 87–90, 95  
 total quality management (TQM) 159  
 training 158, 159, 165, 168, 254  
 affirmative action 263, 266–7  
 transcendent rhetoric 235  
 transferability assumption 39  
 transparency 419  
 Friedrich on 87  
 performance measurement 466  
 of public management operations 109–10  
 Truman, Harry S. 262  
 Trump, Donald J. 50, 237, 240  
 Trump Administration 72–4, 112–14, 534, 536–7  
 Tummers, Lars 214
- undercapitalization, nonprofit organizations 384–5  
 unintentional institutionalized practices 299  
 unions, and civil service reforms 105–6  
 United Kingdom (UK), employee engagement 198–9  
 United Nations' Agenda 21 308  
*United Steelworkers of America v. Weber* 266  
 United Way 378  
 urban sustainability studies 308–11
- US Constitution 28–9, 120  
 and affirmative action 266, 267  
 design of 92, 93  
 and equality 260  
 and property protection 93  
 and public participation 415–16  
 separation of powers 37, 41–2, 50, 63  
 US Federal Human Capital Surveys/Federal Employee Viewpoint Surveys (FHCS/FEVS) 278  
 US Office of Personnel Management (OPM) model (employee engagement) 192–3, 196–8, 199, 200, 201  
 US Post Office 446  
 user-centered design 488  
 user choice 379
- values 161, 248, 295  
 and collaboration 342  
 and institutionalism 290  
 and motivation 177  
 and performance measurement 466–7  
 public 131–2, 182–3, 187, 247–8, 253, 254, 315  
 Veiga, John F. 157  
 venues (networks) 360–61  
 Veterans Health Administration (VHA) 148–9  
 Vigoda, Eran 343  
 Voting Rights Act (1965) 417
- Waldo, Dwight 11–13, 121–2, 224–5, 442, 443  
 Walker, David 107, 165, 166  
 Walker, Richard M. 157, 163–4  
 War on Poverty 417  
 Waterman, Robert H. 154–5  
 Watkins-Hayes, Celeste 297–8  
 Weber, Max 19–20, 81, 84–6, 87  
 Weingast, Barry R. 53  
 welfare state, development of 376, 377  
 West, Michael A. 200  
 Western Social Science Association 430  
*When Affirmative Action Was White* (Katznelson) 13–14  
 White House bureaucracy 58, 59, 60, 61–2  
 whiteness 235  
 Whitford, Andrew B. 62  
 Whittington, Keith E. 30  
 Wilders, Geert 237–8  
 Williams, Christine L. 298–9  
 willingness to pay 137, 138  
 Wilson, James Q. 53, 289–90, 294, 448, 470  
 Wilson, Woodrow 35, 100–101, 120, 121, 129, 530

Wise, Lois Recascino 174, 180

Wolin, Ross 224, 225

women

affirmative action 264, 265, 267

and development of public administration  
19

diversity research 273–4, 275, 278–80,  
281–2

in management 251, 252, 273–4, 279, 507,  
510

wage gap 269, 279–80

workforce development case study  
(implementation) 484, 485, 486–7, 488,  
489, 490, 491, 492

working class 14

*World Rule* (Koppell) 451