

PS 205 Bureaucracy and Public Management

Winter 2001

Professor Michael Dukakis

1. Course Objective

Bureaucracy and Public Management examines the leadership role of executives in the public service. Its concern is with public management in the tough, day-to-day world of politics and intensive public scrutiny.

The course begins by examining the public manager's job. What do "public managers" do? What range of choices do they really have? We'll look at two public managers – one at the local level and one at the national level – both faced with decisions ranging from how to get a new agency going, to how to take an existing agency and put your stamp on it, and what happens when you return to the agency you created under very different circumstances?

In the second section of the course, the spotlight focuses on the "external" role of the public manager. What is the relevant "environment" of the public manager? What forces and constituencies are most important? What can they do to and for you? Can you predict what they will do? What influences what they will do?

The third section of the course looks at the organization itself and how a manager gets things done. What are the organization's unique characteristics as an institution? How can you identify its character, capabilities, and culture? What parts of it can you change? How do you develop and implement a particular policy or program within the special environment of the public manager? And how do public managers set and meet high standards of integrity for themselves and the people that work for them?

2. Class Discussion

The course will strongly emphasize discussion and will be built around case studies. We also use **Gordon Chase's book on "How to Manage in the Public Sector."** It is, for my money, the best thing that has ever been done on how a public manager manages effectively and gets things done in the real world.

Thorough pre-class preparation is essential. This means not only reading the assigned materials, but also analyzing them; carefully thinking through the choices available to the public manager in question; and discussing in advance with your fellow students. I strongly recommend that students form study groups to discuss cases in advance of class. They are invaluable in helping you understand the cases and share common experiences before our class discussions.

3. Course Requirements

In addition to a take-home mid-term exam, each student will be expected to complete a major paper (25-35 pages double-spaced) on an important policy initiative in the public sector. It should be in the form of a policy memo to a named public manager and should include:

- a) a detailed statement of the problem you are trying to solve and a detailed prescription for how to deal with it;
- b) a carefully thought out strategy for winning legislative support for your recommendation and implementing them after they are approved.
- c) a plan for evaluating the effectiveness of the policy after it is implemented.

For those of you who have worked in the public sector, the paper can be based on an important policy initiative on which you worked as a public employee. For those of you who have not worked in government, I'll be happy to help you select a topic and lay out a plan for developing and writing your paper.

I'd like each of you to submit a one or two page summary of the proposed memo to me before our second class. I would then like to meet with you as quickly to discuss it, make suggestions, and open up whatever doors I can so that you begin to work directly with a particular public official. I'm in my office five days a week and I'll be happy to meet with you at your convenience to review or comment on your work.

The mid-term will count 30% toward the final grade, the paper 50%, and class participation will count 20%.

CLASS SCHEDULE

Please Note:

All assignments are available in a class packet at Lu Valle Commons Bookstore.

(Note: Assignments in Caps are Kennedy school cases)

WEEK 1	Topic:	Introduction to the course: First look at how a manager takes over an agency and begins his/her job
	Reading:	Chase: Prologue -The Massachusetts Department of Revenue (A) -"Management by Groping Along" Journal of Policy Analysis and Management p. 643-663 (1988)
WEEK 2	Topic:	The Manager's Job
	Reading:	Chase: Chapter 1 -RUCKLESHAUS AND THE EPA -RUCKLESHAUS RETURNS -RUCKLESHAUS AND ACID RAIN
WEEK 3	Topic:	The Manager and the Chief Political Executive
	Reading:	Chase: Chapter 2 -KENNEDY AND THE BAY OF PIGS -GOVERNOR BOB GRAHAM AND THE IMPROVEMENT OF FLORIDA'S EDUCATIONAL SYSTEM (A&B)
WEEK 4	Topic:	The Manager and Overhead Systems, Legislators, and Other Elected Officials
	Reading:	Chase: Chapter 3&4 -CASE OF THE SEGREGATED SCHOOLS -CALIFORNIA WELFARE REFORM
WEEK 5	Topic:	The Manager and the Media
	Reading:	Chase: Chapter 6 -MANAGING A PRESS FEEDING FRENZY; GREGORY COLER AND THE FLORIDA DEPT. OF HEALTH REHABILITATION SERVICES -PLEASE BE PATIENT: THE SEATTLE SOLID WASTE UTILITY MEETS THE PRESS -Bratton: Taking Charge in New York City -Johnson and Ouellette: Relating to the Media: Like Any Relationship, It Takes Work

- WEEK 6** **Topic:** **The Manager and Communities, Unions and the Courts**
Reading: Chase: Chapter 5
- CRISIS IN COLLEGE HILL: SANDRA FREEDMAN
AND POLICE COMMUNITY RELATIONS IN
TAMPA, FLORIDA
- JUDGE TAURO AND THE CARE OF THE RETARDED
IN MA
- "Labor Management Cooperation at the Los Angeles
Bureau of Sanitation" (A) University of Washington
- Judge Wayne Justice: "Role of Courts in Public
Management"
- "Working Together for Public Service" Report of the U.S.
Secretary of Labor's Task Force on Excellence in
State and Local Government Through Labor-
Management Cooperation-Executive Summary
- WEEK 7** **Topic:** **Policy Evaluation**
Reading: Behn: Chapter 8 and 9 of Leadership Counts
- AUDITING THE AUDITORS
- CALIFORNIA WELFARE REFORM (REVIEW)
- Training People to Live Without Welfare, Massachusetts
Taxpayers Foundation, August 1987
- Work and Welfare in Massachusetts: An Evaluation of the
ET Program, Pioneer Institute
- Evaluation of the Mass Employment and Training (ET)
Choice Program, The Urban Institute, September
1990
- WEEK 8** **Topic:** **Assessing and Changing the Organization**
Reading: - A FAILING AGENCY: FTC
- JEROME MILLER AND THE DEPT. OF YOUTH
SERVICES (A&B)
- ELLEN SCHALL AND THE DEPARTMENT OF
JUVENILE JUSTICE
- WEEK 9** **Topic:** **Policy Implementation and Project Management**
Reading: - TAKING CHARGE: ROSE WASHINGTON AND THE
SPOFFORD JUVENILE DETENTION CENTER
- NEW JERSEY GROWTH POLICY (A&B)
- WEEK 10** **Topic:** **Ethics and Corruption; Conclusion**
Reading: - THE POLITICIAN AS OUTSIDER: JUDY NADLER
AND THE SANTA CLARA CITY COUNCIL
- A PROBLEM AT THE HOUSING AUTHORITY