

Week 7

Recap: What is PA's response to Plunkitt? We will build new organizations that reconcile bureaucracy and democracy. Those organizations will tend toward the closed model and suffer from the usual defects in decision-making, and our task will be complicated by the vagueness of our goals, the diffusion of implementation responsibility, and the penetration of the task environment. As we try to manage our primary resource (people) for getting the job done, we will have to keep in mind that motivation must be individualized (Skinner, McGregor, Maslow, Herzberg), that individuals relate to organizations in different ways (Hofstede, locals vs. cosmopolitans), and that public sector leaders do not have as much reward or coercive power over employees as private sector leaders and thus have to rely more on expert, charisma, and personal power to motivate.

Lecture Preface for Chapter 6: Now that we have built our organizations, we need to use the tools at our disposal to get the job done. Those include information management, productivity improvement, budgeting, and human resources. Each tool has limitations and complications, requiring us to evaluate them in light of the 5 E's of public administration: efficiency, effectiveness, ethics, equality, and equity. Information technology has amplified problems that have been around for a long time: how much power does government have over us, who is collecting information about us, who has access to that information, and how is that information used? Simultaneously, we face new threats, from terrorism, for example, which make it tempting to collect and use information to insure our safety. The NPR stories assigned for this week show how difficult these questions can be: information gathered by security cameras and DNA testing allows law enforcement authorities to track terrorists and criminals, but that same surveillance equipment is used to monitor the lives of ordinary citizens who pose no threat to the public. If new information technologies make it easier to gather information that previously was much harder to obtain, what is the problem with using them, even though they seem more "intrusive" than older methods? Does the threat of misuse of information mean that we should not gather it? What safeguards might we put in place to restrict the use of information to only those purposes on which we are all agreed?

Administrators rely on data to carry out their work. Hidden in dozens and often hundreds of government data bases are bits and pieces of what we now think of as very private information. This raises a number of problems. (1) Some of that private information might be misused, so how can it be protected? (2) The sheer volume of information means that administrators may not be able to interpret it all, even though proper interpretation might yield better policies and better management: think of the arguments you have heard about information regarding the attacks of 9-11 was in the hands of several governmental agencies which, had they pooled their data, might have acted differently prior to that horrible day. (3) Since government work is increasingly a matter of exchanging information, where does that leave those citizens who have less electronic contact with government (the digital divide)?

Think back to the ways Plunkitt used information. What did he know about his constituents? How did he obtain such information? Given what he knew and how he knew it, what did that say about his relationship with them?

Chapter Six

CLARIFYING COMPLEXITY: THE PUBLIC'S INFORMATION RESOURCE

CHAPTER OVERVIEW

The information revolution has had a major impact on public organizations and created new challenges for public administrators. The use of information technology by national, state, and local governments has grown exponentially in recent years. Governments spend over \$120 billion per year on information technology and the public administrator must balance making better public policy with protecting the privacy and liberty rights of citizens. The major dilemmas of protecting public and private data are emphasized, along with best practices for knowledge management.

CHAPTER OBJECTIVES

1. Understand the impact of increased reliance on information technology on government and on society.
2. Identify the uses of computers and information technology in national, state, and local governments. Explain the growth in the provision of services using e-gov.
3. Understand the administrative balancing act between information gathering and the use and protection of individual privacy and liberty rights.
4. Understand the changes information technology has brought about in government and governance.

CHAPTER OUTLINE

PRIVACY VERSUS POLICY: THE PARTICULAR PROBLEM OF THE PUBLIC COMPUTER

The Meaning of Privacy versus Policy

What Does Government Know?

Mixing and Matching

Personal Policy: A Growing Concern

 The Judiciary's Zone of Privacy

Congress, Privacy, and Policy

Protecting Privacy in the Executive Branch

A CASE OF UNMATCHED FAILURE (case study)

THE CRUSADE FOR SECURE DATA

Hacking: Harrowing and Humiliating

Attacking Hacking

The Record of the Resistance

The Good News

The Bad News

KNOWLEDGE MANAGEMENT: MANAGING THE PUBLIC'S INFORMATION RESOURCE

The Unique Complexities of Public Knowledge Management

 Managing the Nation's Knowledge: A Far-Flung Federal Failure?

 The Foundations of Federal Floundering

 Washington Responds

The Federal Information Resource's Human Resources
Progress? Not Much
The Public's Burden
Managing Knowledge at the Grass Roots Level
Managing Knowledge in the States
Managing Knowledge in Communities
A Pessimistic (but Realistic) Perspective on Public Knowledge
Management
E-GOV: LEAN, SEEN, AND CLEAN GOVERNMENT
Federal.gov
State.gov
Local.gov
In Love with E-Gov
CLARIFYING PUBLIC DECISIONS
Data for Decision Makers
The Computer and Decision Making
BEST PRACTICES FOR KNOWLEDGE MANAGEMENT
THE INFORMATION RESOURCE AND THE FUTURE OF GOVERNING

KEY CONCEPTS/TERMS

computer matching
Real ID Act of 2005
reasonableness
compelling interest
job relatedness
hacking
public information resource management
knowledge management
chief information officers (CIO)
electronic government
e-government
e-gov
digital government
portals
Federal.gov
"e-rulemaking"
State.gov
e-procurement
electronic benefits transfer
Local.gov
management information systems
decision support systems
geographic information systems (GIS)
best practices for knowledge management
street-level bureaucracy
screen-level bureaucracy

system level bureaucracies
infocracies