

Public Values And Public Interest By Barry Bozeman

What do public administrators and policy analysts have in common? Their work is undertaken within networks formed when different organizations align to accomplish some kind of policy function. To be effective, they must find ways to navigate complexity and generate effective results. *Governance Networks in Public Administration and Public Policy* describes a variety of trends and movements that have contributed to the complexity of these systems and the challenges that must be faced as a result. Providing a theoretical and empirical foundation in governance networks, the book offers a conceptual framework for describing governance networks and provides a holistic way to conceive their construction. The text details the skills and functions of public administrators in the context of networked relationships and presents the theoretical foundations to analyze governance networks. It identifies the reforms and trends in governing that led to governance networks, explains the roles that various actors take on through networked relationships, highlights the challenges involved in the failure of networked activities, and illustrates how policy tools are mobilized by these relationships. Be a part of building governance networks 2.0! The author's website contains support materials such as PowerPoint® presentations, writable case study templates, and other useful items related to building the field's capacity to describe, evaluate, and design governance networks using the framework of this book. You can post case studies of governance networks, draw on other's case study materials, and learn about research and educational opportunities. Based on research and real-life experience, the book highlights the interplay between public actors and policy tools. The authors demystify this complex topic of governance networks and explore the practical applications of the conceptual framework. Practical and accessible, the book presents concepts in such a way that readers can engage in these ideas, apply them, and deepen their understanding of the dynamics unfolding around them.

The concept of 'the public interest' is often used in legal and political discourse, lending an air of legitimacy and respectability to exercises of power. However the term is rarely defined in any meaningful sense. Even where it has the appearance of a term of art in legal or regulatory usage, it may, in reality be no more than an empty vessel, waiting to be filled with whatever values the user wishes. This lack of definition renders the concept vulnerable to capture by interest groups, quite contrary to the collective values that the term seems to imply. This book considers whether these problems with the concept's current usage are inevitable and inherent, or whether it is possible to reinvigorate it. Feintuck begins by considering a variety of abstract concepts of public interest from the literature of law, political science, and economics. This exploration suggests a close relationship between a meaningful model of public interest and central democratic values such as citizenship. However the dominant models fail to reflect these expectations satisfactorily. Using a series of case-studies of

current regulatory activity in Britain and the USA, Feintuck then goes on to explore how the concept is use in practice. Finally, the actual and potential utility of the concept of public interest is evaluated. Feintuck then considers the legal forms in which the public interest might be manifested in order to offer legitimate and effective protection to vulnerable democratic values by the regulation of private power.

Existing research understands co-production as leading to shifts in roles of the public sector institutions and their staffs. The shift is seen in the way that a discursive use of the term service provision with embedded logics encompassing fiscal accountability, performance measurement, efficiency, and process regulation has changed towards discourses that embrace collaboration between the public sector front staff and the citizens, with the aim of developing legitimate and effective welfare services that are co-produced by means of active participation and distributed decision making. However, this change requires new approaches to the way in which the implementation of new practices and tools is executed in practice as studied and researched, and how the new practices and tools are understood and evaluated in organizations. *Processual Perspectives on the Co-Production Turn in Public Sector Organizations* is an essential reference book that examines, unfolds, and develops approaches to co-production and implementation as dynamic, processual, collaborative, sensemaking, and as requiring and resulting in capacity building and learning. Moreover, the book examines new approaches to engage citizens and public sector actors in collaborative and co-productive processes, especially with concern for new goals pertaining to sustainability, social equity, democratic legitimacy, etc. Covering topics that include knowledge management and collective leadership, the book presents perspectives on capacity building, learning, change, and evaluation in organizations and current research in different areas of the public sector. It is intended for public sector administrators and managers investigating the relevancy, approaches, and methods in co-production. Furthermore, it targets civil actors and welfare service users, leaders and managers of public organizations, researchers, academicians, and students in programs that include social welfare development, public administration, political science, and organizational development.

A seminal figure in the field of public management, Mark Moore presents his summation of fifteen years of research, observation, and teaching about what public sector executives should do to improve the performance of public enterprises. Useful for both practicing public executives and those who teach them, this book explicates some of the richest of several hundred cases used at Harvard's Kennedy School of Government and illuminates their broader lessons for government managers. Moore addresses four questions that have long bedeviled public administration: What should citizens and their representatives expect and demand from public executives? What sources can public managers consult to learn what is valuable for them to produce? How should public

managers cope with inconsistent and fickle political mandates? How can public managers find room to innovate? Moore's answers respond to the well-understood difficulties of managing public enterprises in modern society by recommending specific, concrete changes in the practices of individual public managers: how they envision what is valuable to produce, how they engage their political overseers, and how they deliver services and fulfill obligations to clients. Following Moore's cases, we witness dilemmas faced by a cross section of public managers--William Ruckelshaus and the Environmental Protection Agency, Jerome Miller and the Department of Youth Services, Miles Mahoney and the Park Plaza Redevelopment Project, David Sencer and the swine flu scare, Lee Brown and the Houston Police Department, Harry Spence and the Boston Housing Authority. Their work, together with Moore's analysis, reveals how public managers can achieve their true goal of producing public value.

Introduction -- Defining the public interest in the US and European patent systems -- Confronting the questions of life-form patentability -- Commodification, animal dignity, and patent-system publics -- Forging new patent politics through the human embryonic stem cell debates -- Human genes, plants, and the distributive implications of patents -- Conclusion

In this book, Johnston seeks to put the public interest onto the public relations 'radar', arguing the need for its clear articulation into mainstream public relations discourse. This book examines literature from a range of fields and disciplines to develop a clearer understanding of the concept, and then considers this within the theory and practice of public relations. The book's themes include the role of language and discourse in establishing successful public interest PR and in perpetuating power imbalances; intersections between CSR, governance, law and the public interest; and how activism and social media have invigorated community control of the public interest. Chapters explore the role of the public interest, including cross-cultural and multicultural challenges, community and internal consultation, communication choices and listening to minorities and subaltern publics.

This book constitutes the refereed proceedings of the 10th International Conference, EGOV 2011, held in Delft, The Netherlands, in August/September 2011. The 38 revised full papers presented were carefully reviewed and selected from 84 submissions. The papers are organized in topical sections on foundations, acceptance and diffusion, governance, openness and institutions, architecture, security and interoperability, transformation, values and change. This timely book describes the services that are now delivered by private contractors and the threat this trend poses to core public values of human rights, democratic accountability, and transparency. --

Creating Public Value in Practice: Advancing the Common Good in a Multi-Sector, Shared-Power, No-One-Wholly-in-Charge World brings together a stellar cast of thinkers to explore issues of public and cross-sector decision-making within a framework of democratic civic engagement. It offers an integrative approach to understanding and applying the con
This inspirational work encourages Public Administration professionals to participate in

progressive social change by advocating progressive values to counter the regressive values currently dominant in American society. The book begins with an analysis of regressive and progressive societal values, and then discusses specific actions PA practitioners, scholars, and teachers can take to build awareness and use of progressive values. The author presents regressive and progressive values in five matched pairs, each representing a continuum of thought and action: aggressiveness and cooperation; belief and knowledge; economics as end, and economics as means; great inequality and limited inequality; and Earth as resource, and Earth as home.

Written by scholars who have been at the forefront of the NPG debate as well as by scholar-practitioners, this book provides "lessons learned from experience" on how networked, contract-based and partnership-centered approaches to government can be undertaken in ways that preserve the values at the center of the American constitutional and political system.

Public Values and Public Interest
Counterbalancing Economic Individualism
Georgetown University Press

Motivation in Public Management: The Call of Public Service joins a long-standing debate about what drives the behavior of government employees and others who are engaged in the public's business. For many centuries, public service was considered a noble calling and, more recently, a profession. During the latter part of the 20th century, however, many scholars called into question both the reality and desirability of a public service ethic. This book draws upon a substantial and growing body of evidence from across disciplines in the social, behavioral, and natural sciences. It asks and answers key questions about the extent to which behavior is fundamentally self- or other-regarding. To paraphrase James Madison, 'public servants are not angels,' but neither are they self-aggrandizing opportunists. The evidence presented in this volume offers a compelling case that motivation theory should be grounded not only in rational choice models, but altruistic and prosocial perspectives as well. In addition to reviewing evidence from many disciplines, the volume extensively reviews research in public management conducted under the rubric of 'public service motivation'. The volume is a comprehensive guide to history, methodology, empirical research, and institutional and managerial implications of research on public service motivation. As the contributors illustrate, the implications transcend particular sectors or countries.

Governments and nonprofits exist to create public value. Yet what does that mean in theory and practice? This new volume brings together key experts in the field to offer unique, wide-ranging answers. From the United States, Europe, and Australia, the contributors focus on the creation, meaning, measurement, and assessment of public value in a world where government, nonprofit organizations, business, and citizens all have roles in the public sphere. In so doing, they demonstrate the intimate link between ideas of public value and public values and the ways scholars theorize and measure them. They also add to ongoing debates over what public value might mean, the nature of the most important public values, and how we can practically apply these values. The collection concludes with an extensive research and practice agenda conceived to further the field and mainstream its ideas. Aimed at scholars, students, and stakeholders ranging from business and government to nonprofits and activist groups, Public Value and Public Administration is an essential blueprint for those interested in creating public value to advance the common good.

Governments throughout the industrialized world make decisions that fundamentally affect the quality and accessibility of medical care. In the United States, despite the absence of universal health insurance, these decisions have great influence on the practice of medicine. In Medical Governance, David Weimer explores an alternative regulatory approach to medical care based on the delegation of decisions about the allocation of scarce medical resources to private nonprofit organizations. He

investigates the specific development of rules for the U.S. organ transplant system and details the conversion of a voluntary network of transplant centers to one private rulemaker: the Organ Procurement and Transplantation Network (OPTN). As the case unfolds, Weimer demonstrates that the OPTN is more efficient, nimble, and better at making evidence-based decisions than a public agency; and the OPTN also protects accountability and the public interest more than private for-profit organizations. Weimer addresses similar governance arrangements as they could apply to other areas of medicine, including medical records and the control of Medicare expenditures, making this timely and useful case study a valuable resource for debates over restructuring the U.S. health care system.

"The Nation has lost sight of its public health goals and has allowed the system of public health to fall into 'disarray'," from *The Future of Public Health*. This startling book contains proposals for ensuring that public health service programs are efficient and effective enough to deal not only with the topics of today, but also with those of tomorrow. In addition, the authors make recommendations for core functions in public health assessment, policy development, and service assurances, and identify the level of government--federal, state, and local--at which these functions would best be handled.

Public service values are too rarely discussed in public administration courses and scholarship, despite recent research demonstrating the importance of these values in the daily decision making processes of public service professionals. A discussion of these very tenets and their relevance to core public functions, as well as which areas might elicit value conflicts for public professionals, is central to any comprehensive understanding of budget and finance, human resource management, and strategic planning in the public sector. *Public Service Values* is written specifically for graduate and undergraduate courses in public administration, wherever a discussion of public service ideals might enrich the learning experience and offer students a better understanding of daily practice. Exploring the meaning and application of specific values, such as Neutrality, Efficiency, Accountability, Public Service, and Public Interest, provides students and future professionals with a 'workplace toolkit' for the ethical delivery of public services. Well-grounded in scholarly literature and with a relentless focus on the public service professional, *Public Service Values* highlights the importance of values in professional life and encourages a more self-aware and reflective public practice. Case studies to stimulate reflection are interwoven throughout the book and application to practice is cemented in a final section devoted to value themes in professional life as well as a chapter dedicated to holding oneself accountable. The result is a book that challenges us to embrace the necessity of public service values in our public affairs curricula and that asks the important questions current public service professionals should make a habit of routinely applying in their daily decision making.

A multidisciplinary analysis of the role of values and virtue in public administration, this book calls for a rediscovery of virtue. It explores ways of enabling the public sector to balance the values that are presently dominant with classic values such as accountability, representation, equality, neutrality, transparency and the public interest. This volume aims to shed light on how public service value is identified, managed, measured and reported. The chapters cover a range of topics, including theoretical

reflections, practical case studies and empirical observations aimed at understanding the concept of public value.

Individuals all over the world can use Airbnb to rent an apartment in a foreign city, check Coursera to find a course on statistics, join PatientsLikeMe to exchange information about one's disease, hail a cab using Uber, or read the news through Facebook's Instant Articles. The promise of connective platforms is that they offer personalized services and contribute to innovation and economic growth, while bypassing cumbersome institutional or industrial overhead. In *The Platform Society*, Van Dijck, Poell and De Waal offer a comprehensive analysis of a connective world where platforms have penetrated the heart of societies-disrupting markets and labor relations, circumventing institutions, transforming social and civic practices and affecting democratic processes. This book questions what role online platforms play in the organization of Western societies. First, how do platform mechanisms work and to what effect are they deployed? Second, how can platforms incorporate public values and benefit the public good? *The Platform Society* analyzes intense struggles between competing ideological systems and contesting societal actors-market, government and civil society-raising the issue of who is or should be responsible for anchoring public values and the common good in a platform society. Public values include of course privacy, accuracy, safety, and security, but they also pertain to broader societal effects, such as fairness, accessibility, democratic control, and accountability. Such values are the very stakes in the struggle over the platformization of societies around the globe. *The Platform Society* highlights how this struggle plays out in four private and public sectors: news, urban transport, health, and education. Each struggle highlights local dimensions, for instance fights over regulation between individual platforms and city governments, but also addresses the level of the platform ecosystem as well as the geopolitical level where power clashes between global markets and (supra-)national governments take place.

This Toolkit provides non-technical, practical help to enable officials to recognise conflict of interest situations and help them to ensure that integrity and reputation are not compromised.

Decision Science and Technology is a compilation of chapters written in honor of a remarkable man, Ward Edwards. Among Ward's many contributions are two significant accomplishments, either of which would have been enough for a very distinguished career. First, Ward is the founder of behavioral decision theory. This interdisciplinary discipline addresses the question of how people actually confront decisions, as opposed to the question of how they should make decisions. Second, Ward laid the groundwork for sound normative systems by noticing which tasks humans can do well and which tasks computers should perform. This volume, organized into five parts, reflects those accomplishments and more. The book is divided into four sections: 'Behavioral Decision Theory' examines theoretical descriptions and empirical findings about human decision making. 'Decision Analysis' examines topics in decision analysis. 'Decision in Society' explores issues in societal decision making. The final section, 'Historical Notes', provides some historical perspectives on the development of the decision theory. Within these sections, major, multi-disciplinary scholars in decision theory

have written chapters exploring some very bold themes in the field, as an examination of the book's contents will show. The main reason for the health of the Decision Analysis field is its close links between theory and applications that have characterized it over the years. In this volume, the chapters by Barron and Barrett; Fishburn; Fryback; Keeney; Moreno, Pericchi, and Kadane; Howard; Phillips; Slovic and Gregory; Winkler; and, above all, von Winterfeldt focus on those links. Decision science originally developed out of concern with real decision problems; and applied work, such as is represented in this volume, will help the field to remain strong.

This volume reflects on the consequences of the increasingly globalized nature of our world for public sector management. Globalization has triggered rapid growth in trade, global financial transactions and cross-country ownership of economic assets. The implications of these multifaceted processes for the welfare of today's and tomorrow's societies are unclear. What is clear, however, is that an increasing number of problems are too complex to be tackled solely at the level of national states. As a result, the size, functions and *modi operandi* of the public sector in a globalized world are emerging topics in academia and practice.

Addressed to the growing concerns about norms and values in policy assessment, this study develops a methodology for the political evaluation of public policy. It is designed to move policy evaluation beyond its current emphasis on efficient achievement of goals, focusing instead on the assessment of the acceptability of the goals themselves, *emplo*

Those who implement policies have the discretion to shape democratic values. Public administration is not policy administered, but democracy administered. Michael Jackson's only autobiography, illustrated with rare photographs from Jackson family albums and Michael's personal photographic archives, as well as a drawing done by Michael exclusively for this book.

Moore's classic *Creating Public Value* offered advice to managers about how to create public value, but left unresolved the question how one could recognize when public value had been created. Here, he closes the gap by helping public managers name, observe, and count the value they produce and sustain or increase public value into the future.

Economic individualism and market-based values dominate today's policymaking and public management circles—often at the expense of the common good. In his new book, Barry Bozeman demonstrates the continuing need for public interest theory in government. *Public Values and Public Interest* offers a direct theoretical challenge to the "utility of economic individualism," the prevailing political theory in the western world. The book's arguments are steeped in a practical and practicable theory that advances public interest as a viable and important measure in any analysis of policy or public administration. According to Bozeman, public interest theory offers a dynamic and flexible approach that easily adapts to changing situations and balances today's market-driven attitudes with the concepts of common good advocated by Aristotle, Saint Thomas

Aquinas, John Locke, and John Dewey. In constructing the case for adopting a new governmental paradigm based on what he terms "managing publicness," Bozeman demonstrates why economic indices alone fail to adequately value social choice in many cases. He explores the implications of privatization of a wide array of governmental services—among them Social Security, defense, prisons, and water supplies. Bozeman constructs analyses from both perspectives in an extended study of genetically modified crops to compare the policy outcomes using different core values and questions the public value of engaging in the practice solely for the sake of cheaper food. Thoughtful, challenging, and timely, *Public Values and Public Interest* shows how the quest for fairness can once again play a full part in public policy debates and public administration.

Instead of private gain or corporate profits, what if we set public values as the goal of leadership? Leadership means many things and takes many forms. But most studies of the topic give little attention to why people lead or to where they are leading us. In *Public Values Leadership*, Barry Bozeman and Michael M. Crow explore leadership that serves public values—that is to say, values that are focused on the collective good and fundamental rights rather than profit, organizational benefit, or personal gain. While nearly everyone agrees on core public values, there is less agreement on how to obtain them, especially during this era of increased social and political fragmentation. How does public values leadership differ from other types of organizational leadership, and what distinctive skills does it require? Drawing on their extensive experience as higher education leaders, Bozeman and Crow wrestle with the question of how to best attain universally agreed-upon public values like freedom, opportunity, health, and security. They present conversations and interviews with ten well-known leaders—people who have achieved public values objectives and who are willing to discuss their leadership styles in detail. They also offer a series of in-depth case studies of public values leadership and accomplishment. Public values leadership can only succeed if it includes a commitment to pragmatism, a deep skepticism about government versus market stereotypes, and a genuine belief in the fundamental importance of partnerships and alliances. Arguing for a "mutable leadership," they suggest that different people are leaders at different times and that ideas about natural leaders or all-purpose leaders are off the mark. Motivating readers, including students of public policy administration and practitioners in public and nonprofit organizations, to think systematically about their own values and how these can be translated into effective leadership, *Public Values Leadership* is highly personal and persuasive.

New behavioural science knowledge about motivation in public service from a pioneer of the field.

This widely praised work provides a framework for the many voices calling for the reaffirmation of democratic values, citizenship, and service in the public interest. The expanded edition includes an all-new chapter that addresses the practical issues of applying these ideals in actual, real-life situations. "The New Public Service, Expanded Edition" is organized around a set of seven core principles: serve citizens, not customers; seek the public interest; value citizenship and public service above entrepreneurship; think strategically, act democratically; recognize that accountability isn't simple; serve, rather than steer; and value people, not just productivity. The book asks us to think carefully and critically about what public service is, why it is important, and what values ought to guide what we do and how we do it. It celebrates what is distinctive, important and meaningful about public service and considers how we might better live up to those ideals and values. All students and serious practitioners in public

administration and public policy should read this book. While debates about public policy issues will surely continue, this compact, clearly written volume provides an important framework for public service based on and fully integrated with citizen discourse and the public interest.

This text provides a concise and internationalized restatement of the public value approach, an assessment of its impact to date - in theory and practice - and of its particular relevance to the challenges of public management in a time of crisis and austerity.

The social economy sector (SES) faces pressures for greater accountability to their funders, users, and citizens, and a growing need to report good practices in the social, economic, and financial impact that they have on the community. However, these entities often face difficulties related to the lack of an accounting framework that allows them to properly disseminate the results of their activities. Thus, practices that involve financial reporting and an assessment of their social, economic, and financial impact are needed to improve their accountability, sustainability, and operational performance. *Modernization and Accountability in the Social Economy Sector* is an essential reference source that discusses future avenues of development for the management of SES entities, accounting, control in SES management, and measures of performance in the SES. Featuring research on topics such as online communication, social accounting, and value reporting, this book is ideal for managers, financial consultants, academicians, researchers, and students interested in accounting, management, internal control, auditing, and technology use in the SES.

This book investigates the ways in which these systems can promote public value by encouraging the disclosure and reuse of privately-held data in ways that support collective values such as environmental sustainability. Supported by funding from the National Science Foundation, the authors' research team has been working on one such system, designed to enhance consumers ability to access information about the sustainability of the products that they buy and the supply chains that produce them. Pulled by rapidly developing technology and pushed by budget cuts, politicians and public managers are attempting to find ways to increase the public value of their actions. Policymakers are increasingly acknowledging the potential that lies in publicly disclosing more of the data that they hold, as well as incentivizing individuals and organizations to access, use, and combine it in new ways. Due to technological advances which include smarter phones, better ways to track objects and people as they travel, and more efficient data processing, it is now possible to build systems which use shared, transparent data in creative ways. The book adds to the current conversation among academics and practitioners about how to promote public value through data disclosure, focusing particularly on the roles that governments, businesses and non-profit actors can play in this process, making it of interest to both scholars and policy-makers.

Leading academics and policy makers examine various uses of public lands--and the views of those who use these national resources. The articles convey the varied interests and experiences of the authors in the field of land management, yet also convey a number of crucial themes: the impossibility of terminating public land use; the necessity of continuing private use and multiple use; the need for sound policies to ensure the land's productivity; and the need for public involvement in land management.

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