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EDITORIAL

Congratulations and Commentary

By Richard J. Stillman II and Jos C.N. Raadschelders

ACADEMIC-PRACTITIONER EXCHANGE: PLANNING AN EFFECTIVE PRESIDENTIAL TRANSITION IN 2008-2009

Effective presidential transitions can make a significant difference for any new administration's capability to "hit the ground running" as well as ultimately for achieving success in office. What are the "best practices" for transitions? In this essay, Martha Joynt Kumar of Towson University explores how a president-elect and his team can minimize the hazards plus take advantage of the opportunities transitions offer. The author suggests both hazards and opportunities are found in actions and commitments candidates take during their presidential campaigns, information they gather on past transitions, decisions by the incumbent president, coordination with the Washington community, and capacity to identify as well as take advantage of the early good will that exists when a new president enters office. Two eminent authorities of this subject respond to Professor Kumar. Harrison Wellford and Clay Johnson, both seasoned leaders of prior transitions teams, offer practical recommendations, framed within the context of the upcoming presidential transition.

Taking Advantage of Presidential Transition Opportunities While Minimizing the Hazards

By Martha Joynt Kumar

Preparing to be President on Day One

By Harrison Wellford

Recommendations for an Effective 2008 Transition

By Clay Johnson

DIVERSE ETHICAL CHALLENGES FACING TODAY'S PUBLIC ADMINISTRATORS

Ethics in Government: No Matter How Long and Dark the Night

By James S. Bowman and Claire Connolly Cox

This insightful study examines attitudes about ethics in American government during the turbulent years at the dawn of the 21st century. A national data survey draws comparisons with earlier investigations, explores views toward ethics in society as well as implications for promoting integrity in government agencies, with particular attention to the American Society for Public Administration's (ASPA) Code of Ethics. The results reveal not only considerable continuity over the years, but also suggest that individual managers feel increasingly empowered to affect positive change. The good news: ASPA's code is enhancing ethical management practices for the better!

Portraying the Nature of Corruption in the Netherlands Using an Explorative Case-Study Design

By Gjalte de Graaf and L.W.J.C. Huberts

What causes corruption within western bureaucracies? Is the decision to misbehave more a function of "bad apples" (personal characteristics of individuals) or "bad barrels" (organizational and societal variables)? To answer this question, the authors study ten Dutch corruption cases in depth, along with a rare look inside confidential criminal files. Their conclusions shed light on: how are governmental processes prone to becoming corrupt? What are the main motives for officials' corruption? Why do long-term personal relationships potentially serve as catalysts for corruption?

Black or Blue: Racial Profiling and Representative Democracy

By Vicky M. Wilkins and Brian N. Williams

Are there conditions under which minority bureaucrats will be less likely to provide active representation? Vicky M. Wilkins and Brian N. Williams, both of the University of Georgia, test the link between passive and active representation for race in a police department and in the particular instance of racial profiling. Their counter-intuitive findings support the hypothesis that organizational socialization may hinder the link between active and passive representation. This unexpected result underscores that the presence of black police officers may increase racial profiling, raising several troubling questions regarding the role of active representation related to racial imbalances.

Privatizing Public Nursing Homes: Examining the Effects on Quality and Access

By Anna Amirkhanyan

How do local government divestments affect the quality and access to care for Medicaid recipients in privatized nursing homes? Particularly, how does changing ownership impact the number of regulatory violations, residents' quality of life, and Medicaid admissions? This thoughtful study analyzes the impact of new ownership on organizational performance, concluding that as counties minimize their roles as service producers, federal, state, and local governments should enhance their regulatory oversight

by improving quality assurance mechanisms as well as by providing adequate reimbursement for low-income clients.

Policy Considerations for States Supporting Stem Cell Research: Evidence from a Survey of Stem Cell Scientists

By Aaron D. Levine

Five states now provide funding for stem cell research and numerous other states are developing or debating stem cell research policies. Yet despite the intense public interest, little data exist to help policymakers design policies or forecast impacts of new legislation. This article reports novel empirical findings from two surveys: one directed at those most affected by these policies – stem cell scientists themselves – and one by a group of biomedical researchers from less contentious fields. Aaron Levine of the Georgia Institute of Technology suggests state-specific policies may not only aid policymakers, but also can prove to be effective recruiting tools as states fiercely compete for the same limited pool of highly mobile scientists.

TWO CRITERIA FOR FACILITATING EFFECTIVE PUBLIC MANAGEMENT: RISK VS. WISDOM

Taking Chances: Evaluating Risk as a Guide to Better Use of Best Practices

By Jeremy L. Hall and Edward T. Jennings, Jr.

This useful as well as timely article examines the process of creating a decision tool to assist policymakers for utilizing best practices information in program adoption, design, and development. It analyzes support services for individuals with disabilities, known as Cash and Counseling, and demonstrates that the application of this best practice tool works well. Not only low-risk and cost-neutral, strong evidence reveals improved program effectiveness and consumer satisfaction vis-à-vis the status quo.

Wisdom in Public Administration: Looking for a Sociology of Wise Practice

By David Rooney and Bernard McKenna

What constitutes “wise practice,” particularly within the context of modern public administration? David Rooney and Bernard McKenna of the University of Queensland argue that public organizations can create the conditions for “wise practice.” Individual administrators, however, need to understand the structure of social relationships and internal processes that build and sustain practical wisdom. Since there is an aesthetic dimension to practical wisdom, both authors assert that an aesthetics-based approach provides a helpful starting point in order to nurture this practice throughout public agencies.

NEW PERSPECTIVES ON LOCAL GOVERNMENT LEADERSHIP

Mayors and Urban Government: Do Constitutions Shape Leadership Style?

By Stephen Greasley and Gerry Stoker

Modern urban government's complex environment requires a facilitative style of local political leadership that is more visible, outward-looking, and less partisan compared to more traditional approaches. This study examines the mandatory introduction of new executive forms of governance for larger municipalities in England during 2002 and the resulting impact on local political leadership. It concludes that political leadership is not simply a product of individual personalities, institutional capabilities, or strategic contingencies – although each one can certainly turn out to be a significant factor.

Governing Interlocal Cooperation: City Council Interests and the Implications for Public Management

By Eric S. Zeemering

Local government managers are described as key participants in the development of interlocal cooperation, but the interests of city councils in this process have gone largely unstudied. Eric Zeemering of San Francisco State University addresses the theoretical importance of council-manager relations in interlocal public service cooperation. While interlocal partnership has been described as a managerial activity, council members demonstrate invaluable contributions to network development and agreement assessment. Managers, on the other hand, give greater attention to public participation and education. The evidence refines assumptions about council-manager roles in the formation of cooperative agreements, with important implications for local government management.

Managing Emotional Intelligence in U.S. Cities: A Study of Public Managers

By Jonathan P. West and Evan M. Berman

Jonathan P. West of the University of Miami and Evan M. Berman of Louisiana State University look at perceptions of managerial emotional intelligence (EI) in local government, as well as the practices and policies affecting it. While few cities offer specific training programs in “emotional intelligence,” many engage in activities that both target and address managerial EI deficiencies. Their fascinating study discovers concrete ways for managers to improve their personal EI capacities, raise their EI scores, along with sharpening vital communication and human relationship skills.

Preventing Local Government Fiscal Crisis: Emerging Best Practices

By Charles K. Coe

States exercise a wide range of oversight and control over local government financial operations, but what discretion should states have over local entities to anticipate and then cope with fiscal crises? In this seminal essay, Charles Coe of North Carolina State University suggests that states should have systems in place to prevent fiscal crises, including a process for detecting fiscal distress at an “embryonic” level. The author discusses a sequence of three best practices used by some states to deal with fiscal

emergencies and recommends a more active state role for bailing out communities that find themselves over their heads.

BOOK REVIEWS

NAOMI CAIDEN, EDITOR

Issues in the Transformation of European Welfare Systems

By Kseniya M. Khovanova

Books reviewed: *New Risks, New Welfare: The Transformation of the European Welfare State*, edited by Peter Taylor-Goodby, (Oxford University Press, 2005); *Migration Citizenship and the European Welfare State* by Carl-Ulrik Schierup, Peo Hansen, and Stephen Castles (New York: Oxford University Press, 2006)

Lessons Learned from Revisiting the Past: An Institutional History of the U.S.

Bureau of Efficiency and the Office of Government Reports

By Stephanie P. Newbold

Books reviewed: *Institutionalizing Congress and the Presidency: The U.S. Bureau of Efficiency, 1916-1933*, by Mordecai Lee (College, Station, Texas: Texas A&M University Press, 2006); *The First Presidential Communications Agency: FDR's Office of Government Reports* by Mordecai Lee (Albany, New York: State University of New York Press, 2005)

Public Administration in Transition

By Lawrence R. Jones

Book reviewed: *Public Administration in Transition: Essays in Honor of Gerald E. Caiden* by Dimitrios Argyriades, O. P. Dwivedi and Joseph G. Jabbara, eds. (London: Vallentine Mitchell, 2007)