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SPECIAL PAR SYMPOSIUM ON ELECTION ADMINISTRATION
EDITED BY ROBERT S. MONTJOY, UNIVERSITY OF NEW ORLEANS

Introduction to the PAR Symposium on Election Administration

By: Robert S. Montjoy

The contested 2000 presidential election touched off unprecedented public debates about the administration of contemporary American election systems. This special PAR symposium examines from a public administration perspective the US electoral capacities to carry out effectively November 2008 elections. Will the people, processes, and technologies now in place perform according to public expectations to produce timely, accurate, fair voting results? Robert Montjoy of the University of New Orleans, an acknowledged expert on this vital topic, provides PAR readers with a rare, prescient look at where we are today with efforts to improve current national electoral systems as well as what problems, both theoretical and practical, still need attention. The following symposium draws upon up-to-date, original empirical research from five articles written by leading university-based scholars plus three short commentaries by practitioners.

The Public Administration of Elections

By: Robert S. Montjoy

Performance of modern election systems throughout the USA depends upon complex networks of people, organizations, technologies, and their interrelationships. This essay

provides a unique overview of contemporary election administration by highlighting the linkages between voting practices and theoretical approaches in administrative sciences.

The author argues that public administration thinking has much to contribute to enhance—and advance—an understanding as well as operation of existing systems.

Practitioner Commentary

Voting Centers, Voting Equipment and Uncertainty in Election Administration

By: Scott Doyle

Administering the Overseas Vote

By: Bruce E. Cain, Karin MacDonald, Michael H. Murakami

To date no serious academic research has analyzed overseas voting, although counting military votes from abroad figured significantly in exacerbating the 2000 election controversy. This fascinating study examines seminal issues of overseas voter registration and voting, key factors in timely transmission of voting materials, as well as difficulties related to obtaining and sending voting materials electronically worldwide.

Practitioner Commentary

Okaloosa Distant Balloting Pilot

By: Pat Hollarn

The Administration of Democracy: A Research Note on Local Election Officials

By: Donald P. Moynihan and Carol L. Silva

Drawing from two national surveys of local election officials (LEOs), this article reports that the practitioners of election administration perceive the voting technology now in place to be appropriate. LEOs generally support the goals of the Help America Vote Act of 2002 and believe that implementing electoral reforms has become easier. Nonetheless, they award only lukewarm evaluation grades for the actual success of these recent

changes --- at least so far --- and many of them worry about the adequacy of resources for continued implementation.

Building Secure and Transparent Elections through Standard Operating Procedures

By: R. Michael Alvarez and Thad E. Hall

While election administration has significantly improved since 2000, concerns about the integrity of the system and the public's confidence in it remain. The coauthors explore the foundations for building improved public confidence by focusing upon essential procedures to ensure security and transparency. Using case studies, they demonstrate how rigorous chains of custody procedures can simultaneously prevent fraud plus promote transparency. Best practices are advanced in the conclusion for consideration and application.

Building Capacity in Election Administration: Local Responses to Complexity and Interdependence

By: Kathleen Hale and Christa Daryl Slaton

Can key public administrative concepts, especially emerging models of networks, collaboration, and professionalism, assist election administrators to build institutional capacity within local election jurisdictions? Yes, say the coauthors of this essay. Leaders who promote electoral capacity building generally conform to best practices advanced nowadays throughout administrative sciences. Application of sound administrative theories aid responsiveness to rapidly changing intergovernmental pressures as well as for coping with an increasingly challenging, interdependent electoral environment.

Practitioner Commentary
Observation on the Changing Job of Local Election Officials
By: Ernest Hawkins

RECENT MANAGERIAL INNOVATIONS ABROAD AND AT HOME

Evaluating Administrative Modernization in German Local Governments: Success or Failure of the ‘New Steering Model’?

By Sabine Kuhlmann, Jörg Bogumil and Stephan Grohs

What are the results of the decade-long administrative modernization that applied New Public Management (NPM) throughout German government? This study evaluates NPM reforms by concentrating on its most advanced reforms: the local authorities. Drawing on empirical data from an extensive German research project, the authors analyze what, if any, changes are evident in its traditional “Weberian” administrative structures as well as on local public sector performance. Results surprisingly show no paradigm shift. A new mix of steering instruments instead creates numerous unintended consequences in which “Weberian” administration re-emerge, at least partially.

Deliberative Innovation to Different Effect: Consensus Conferences in Denmark, France, and the United States

By John S. Dryzek and Aviezer Tucker

Can advisory forums composed of lay citizens improve public consultation involving complex policy issues? By looking at consensus conferences in valuing genetically modified food in Denmark, France, and the United States, John Dryzek of Australian National University and Aviezer Tucker of Queen’s University, Belfast, highlight how these deliberative ‘mini publics’ result in different policy outcomes. Mode of

establishment, perceived legitimacy, policy impact, and influence on public debate are compared and contrasted.

The New Public Management, Homeland Security, and the Politics of Civil Service Reform

By Norma Riccucci and Frank J. Thompson

Norma Riccucci and Frank J. Thompson, both of Rutgers University, Newark, examine the Bush Administration's application of New Public Management (NPM) to the Department of Homeland Security (DHS). The authors address two seminal questions: how the administration attempted to implement the law as well as DHS's and the Office of Personnel Management's managerial strategies used to carry out the law, particularly in dealing with federal courts. Five general lessons concerning federal civil service deregulation are drawn, reaffirming a long-held premise that successful administrative reform requires a keen appreciation of the politics which shape it.

CITIZEN FEEDBACK: ITS UP-SIDES AND DOWN-SIDES

Determinants of Performance Measurement: An Investigation into the Decision to Conduct Citizen Surveys

By Esteban G. Dalehite

This essay develops and tests a comprehensive framework explaining the decision to measure performance, specifically the decision made by local governments to conduct citizen surveys. A fundamental distinction is established between subjective performance measures used in decision making, and those that are attained for their symbolic value where use of information is not considered. The discussion suggests that the field of public administration may be taking a

simplified view concerning the promotion and adoption of citizen surveys. This study identifies policies to increase adoption of citizen surveys, but cautions that simply promoting the adoption of surveys as inherently good may be a naïve and wasteful course of action.

Measuring How Administration Shapes Citizenship: A Policy Feedback Perspective on Performance Management

By Donald P. Moynihan and Amber Wichowsky

Governments increasingly require administrators to use outcome measurements that demonstrate a program's impact on society. But do standard approaches to performance measurement generally neglect a program's impacts on citizenship? Using the Program Assessment Rating Tool as an example, this essay assesses the hows and whys performance assessments fail to consider a myriad civic implications on public policies. Its conclusions emphasize that performance management systems should pay attention to the influence upon citizenship outcomes. Practical suggestions about how to measure these outcomes effectively are advanced.

PUBLIC ACCOUNTABILITY: USA vs. UK

Contrast and Foundation of the Public Oversight Roles of the US General Accountability Office and the UK National Audit Office

By Simon Norton and L. Murphy Smith

Simon Norton of the University of Cardiff and L. Murphy Smith of Texas A&M University compare the United States watchdog, the General Accountability Office (GAO), in its ability to oversee and call to account the executive branch of government

with its United Kingdom counterpart, the National Audit Office (NAO). Results of this examination from a New Public Management perspective, indicate that the GAO is more effective than the NAO. The greater effectiveness of the GAO may be because it derives its powers and legitimacy from the existence of a written constitution. By contrast, the UK possesses no equivalent ‘sacrosanct’ written document defining the relationship between the state and the citizenry. As a consequence, the powers, duties, and self-perception of the NAO are significantly weaker and more mutable than those of the GAO.

BOOK REVIEWS

NAOMI CAIDEN, EDITOR

Updating the Democracy-Bureaucracy Conundrum

By Matthew S. Mingus

Books reviewed: *Bureaucracy in a Democratic State. A Governance Perspective* by Kenneth J. Meier and Laurence J. O’Toole, Jr., (Baltimore: The John Hopkins University Press, 2006); *Bureaucracy and Democracy. Accountability and Performance* by William T. Gormley, Jr. and Steven J. Balla, (Washington: CQ Press, 2004)

Making Civic Capacity Work through Business Improvement Districts

By Margaret Banyan

Books reviewed: *Making Business Districts Work: Leadership and Management of Downtown, Main Street, Business District, and Community Development Organizations* by David Feehan and Marvin D. Feit, eds. (New York: The Haworth Press, 2006); *Business Improvement Districts* by Lawrence O. Houston, Jr. (Washington, D.C.:

ULI—the Urban Land Institute in cooperation with the International Downtown Association, 2003)

A Political Life in Democratic Times: On a New Biography of Alexis de Tocqueville

By Martin Lechleitner

Book reviewed: The Next Form Of Democracy, How Expert Rule Is Giving Way To Shared Governance And Why Politics Will Never Be The Same by Matt Leighninger (Vanderbilt University Press, Nashville, 2006)

Public Management Information Systems with Framework-based Applications

By Paul M. Chalekian

Books reviewed: *Public Management Information Systems* by Bruce A. Rocheleau, (Hershey, PA: Idea Group, 2006); *E-Government: From Vision to Implementation* by Subhash Bhatnagar (New Delhi: Sage, 2004)

Governance's New Spectacles

By Camilla Stivers

Book reviewed: *Governance Stories* by Mark Bevir and R. A. W. Rhodes (London: Routledge, 2006)

Main Street or Wall Street: Perspectives on Public Investment and Property Management

By Dwight V. Denison

Books reviewed: *The Politics of Public Fund Investing* by Ben Finkelstein (Simon & Schuster New York: NY, 2006); *Managing Government Property Assets* edited by Olga Kaganova and James McKellar (Washington D.C.: The Urban Institute Press, 2006)

The Early Years of the Administrative State: Was there a “Second State”?

By Jos C.N. Raadschelders
Book reviewed: *To Enlarge the Machinery of Government. Congressional Debates and the Growth of the American State, 1858-1891* by William James Hill (Baltimore: The Johns Hopkins University Press, 2007)

The Role of Human Resource Management in Successful National Development and Governance Strategies in Africa and Asia

By Ogwo J. Umeh

Book reviewed: *The Human Factor in Governance: Managing Public Employees in Africa and Asia, New York* by Willy McCourt with contributions from Khadija Alarkoubi and Benson Bana Palgrave (McMillan, 2006)

Alan’s World

By Kevin R. Kosar

Book reviewed: *The Age of Turbulence: Adventures in a New World* by Alan Greenspan, (New York: The Penguin Press, 2007)

Assessing Horizontal and Vertical Coordination

By Christine Mahoney

Book reviewed: *The Coordination of the European Union: Exploring the Capacities of Networked Governance* by Andrew Jordan and Adriaan Schout (Oxford University Press, 2007)

The New Political Economy of Skill Formation

By Pieter Vanhuysse

Book reviewed: *What Role for Human Capital Policies?* by James Heckman and Alan Krueger (Cambridge, MA: MIT Press, 2003); *Capitalism, Democracy, and Welfare* by Torben Iversen (New York: Cambridge University Press, 2005)

Top-Level Pay, Performance and Competence: Do Theory and Reality Ever Meet?

By Donald Klingner

Books reviewed: *Government Capacity and the Hong Kong Civil Service* by John Burns (New York: Oxford University Press, 2004); *The Professional Edge: Competencies in Public Service* by James S. Bowman, Jonathan P. West, Evan M. Berman, and Montgomery Van Wart. (Armonk, NY: M. E. Sharp, 2004); *Reward for High Office: Asian and Pacific Rim States* by Christopher Hood and B. Guy Peters, with Grace O.M. Lee, eds. (London: Routledge, 2003)

Testing Three Myths of Public Policy Reform

By David Lowery

Book reviewed: *Reform in Europe: Breaking the Barriers in Government* by Liesbet

Heyse, Sandra Resodihardjo, Tineke Lantink, and Berber Lettinga, eds., (Aldershot, Hampshire and Burlington VT, Ashgate Publishing, 2006)