TE WHARE WĀNANGA O TE ŪPOKO O TE IKA A MĀUI

VICTORIA
UNIVERSITY OF WELLINGTON

School of Government

PUBL 302 MANAGING THE PUBLIC SECTOR

Trimester Two 2012

COURSE OUTLINE

Names and Contact Details

Course Coordinator	**Dr Russell Harding**
Phone	021 178-6712
Email	russell.harding@vuw.ac.nz

Administrator	**Kerry Pert**
Room	Rutherford House, Level 8, Room 821
Phone	(04) 463 6599
Email	kerry.pert@vuw.ac.nz

Trimester Dates

Teaching Period	Monday 16 July – Friday 19 October 2012
End of Year Study Period	Monday 22 October – Thursday 25 October 2012
Examination Period	Friday 26 October – Sunday 18 November 2012 (incl)

Class Times and Room Numbers

Lectures	Monday	10.30am – 11.20am	RHLT 3 (Pipitea)
	Wednesday	10.30am – 11.20am	RHLT 3 (Pipitea)
Tutorials	Monday	11.30am – 12.20am	RWW 126 (Pipitea)
	Wednesday	9.30am – 10.20am	RWW 126 (Pipitea)

Withdrawal from Courses

Your fees will be refunded if you withdraw from this course on or before **Friday 27 July 2012**

The standard last date for withdrawal from this course is on or before **Friday 28 September 2012.** After this date, students forced to withdraw by circumstances beyond their control must apply for permission on an '*Application for Associate Dean's Permission to withdraw Late'* including supporting documentation.

This application form is available from either of the Faculty's Student Customer Service Desks.

Course Learning Objectives

This course is an introductory survey of management in the public sector. Public management – or what is also known as public administration – is about the *technique* of government and seeks to answer questions such as: How should government be organised to deliver services? On what basis should policy be decided and resources allocated? How can the community know whether resources are used efficiently, or that services are achieving what was intended? But public management is also inherently *political* because these technical questions about structure, process and roles are about the way authority is (or should be) exercised and accounted for by Ministers and public servants: almost invariably there is no *one* best way to organise government.

This course will use the Westminster democracies (chiefly Australia and New Zealand, but also Canada, Ireland and the United Kingdom) as a reference point for examining developments in the theory and practice of public management, as well as for undertaking comparisons with developments in other political systems. Prominent international organisations – notably the Organisation for Economic Cooperation and Development (OECD) – have been at the forefront of international 'benchmarking' in public management, and the course will encourage you to use this international literature to contextualise current approaches to managing in the public sector, and to critically analyse the key ideas and actors that have driven reform.

Most students enrolling in this course will be candidates for the BA and/or BCA degrees. There is a set of learning and teaching Major Attributes for students completing a BCA major in Public Policy. The following table explains what you can achieve by successfully completing this course, and shows how these objectives relate to the relevant Major Attributes.

LEARNING OBJECTIVES By studying PUBL 302 you should be able to:	PUBLIC POLICY MAJOR ATTRIBUTE (MA) The learning objective relates to these MAs:
1. Explain key elements, including public accountability and ethical requirements, that differentiate public from private management	**MA2**: Demonstrate an understanding of the influence of political ideas and philosophies, and of constitutional and political institutions on public policy **MA12**: Demonstrate an understanding of the significance of ethics and accountability in the study and practice of public policy
2. Explain key developments in public sector management within the Westminster democracies	**MA7**: Apply the comparative method to policy analysis, and identify insights that might be drawn from other policy jurisdictions **MA2, MA12**
3. Explain the key legal and institutional arrangements that govern financial and human resource management in the public sector	**MA2, MA12**
4. Explain and evaluate key theories of public management and politician-bureaucrat relations in the context of current practice	**MA2, MA7, MA12**
5. Explain and evaluate the key features of	**MA6**: Judge the relevance and importance of

performance-based management in the public sector	evidence in policymaking **MA12**
6. Explain the wider political context of public sector reform and evaluate the merits of different approaches to organising and managing the public sector	**MA8**: Judge and articulate the relevant criteria that might be used in assessing the advantages and disadvantages of particular policy options **MA2, MA12**

Course Content and Delivery

This course will be delivered through two 50-minute lectures and one 50-minute tutorial each week.

The *lecture programme* appears on pages 10-11 of this course outline and comprises a mix of theory and practice lectures, guest speakers and (time permitting) large group seminars. This means there should be opportunities for discussion during most lectures. The lecture programme may vary slightly to accommodate the availability of guest speakers or to enable topical issues to be addressed.

The *tutorial programme* appears on page 12 of this course outline and comprises a mix of small group seminars to promote interactive discussion and debate, and workshops set aside for group-based assessment work. Tutorials will focus mainly on a specific topic or issue arising from previous weeks' lectures that deserves further exploration.

Expected Workload

You are expected to undertake on average between three and four hours of self-directed study per week for each contact hour. This course has three contact hours. Therefore, the expectation is that you will be investing *no less than twelve (12) hours per week, inclusive of class time*. It is important that you read the material assigned for each weekly class in advance of class discussion.

Group Work

Assessment for this course includes a group work component.

It is expected that students will allocate *no less than twelve (12) hours to the group work*, inclusive of research, allocated tutorial workshop hours and meeting times. The assessment criteria for the group work component are outlined on pages 6-7 of this course outline, and will also be discussed in class with more detailed criteria to be posted on Blackboard.

Readings

There is no textbook for this course.

All of the *required* readings for both lectures and tutorials are available for download from Blackboard.

A list of both required and highly recommended and other supplementary (i.e. further) reading appears in the 'Readings for Lectures and Tutorials' section on pages 13-22 of this course outline. Almost all of the supplementary reading are also available on Blackboard.

Assessment Requirements

The learning objectives for this course relate to two main competencies: being able to *explain* and *evaluate* the key institutional arrangements, concepts and practices that relate to public management.

The assessment tasks for this course will gauge progress and/or accomplishment against these competencies by asking you to:

- write an *essay* in the form of a Cabinet Paper involving the sub-tasks of designing an essay, assembling material on specialised topics, analysing the material, and presenting arguments in literate and structured form;

- contribute to the design, development and writing of a group *wiki*, testing your ability to contribute effectively in a group context, and to present material in a coordinated and structured manner designed to meet the information needs of a specified audience; and

- write *examination* answers, testing your overall grasp of the content of the course and your ability to structure ideas quickly and to answer questions in brief, relevant essays.

The assessment for this course comprises:

ASSIGNMENT	TYPE	LENGTH	DUE DATE	WEIGHTING
1. Essay	Written	2000 words	15 August 2012	20 marks
2. Group Wiki	Online	9000 words*	3 October 2012	30 marks
3. Examination	Written	Three hours	To be advised	50 marks
Total possible mark				**100 marks**

* This is the total minimum word length for the Group Wiki. It assumes groups of four with individual contributions equivalent to 2000-2250 words. Further information on the Group Wiki Assignment can be found on pages 6-7 of this Course Outline.

If you have difficulties meeting course requirements because of personal problems please see the Course Coordinator as soon as possible (and *before* the due date for submitting an assignment).

Note: Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of FCA programmes. All

material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

ASSIGNMENT TASK 1 – ESSAY (20 MARKS)

A research essay worth 20% of your final grade is due on **Wednesday 15 August 2012**.

The essay should be no more than 2000 words in length (excluding bibliography).

Instructions

The Government has undertaken a number of structural changes in the State Sector in the 2011-2012 financial year. Prepare a paper for the State Sector Reform and Expenditure Control (SEC) Committee from the Minister of State Services that evaluates the costs of these changes and how these changes have (or have not) affected the performance of the public sector in New Zealand, and what further options are for strengthening that performance.

The research essay must:

- be prepared using the Cabinet Paper format requirements set out on the CabGuide website at http://cabguide.cabinetoffice.govt.nz/

  and

- follow normal academic referencing requirements using the Harvard (author date: page) referencing system, appropriate citation practices and a full bibliography listing in alphabetical order all sources cited in the essay.

Essays should be electronically submitted in MS Word format via Blackboard.

You must keep a secure copy of all assignments (i.e. hard copy and e-file). Late essays will be accepted only with a medical certificate (or other appropriate documentation). Essays submitted late for no acceptable reason will be penalised.

ASSIGNMENT TASK 2 – GROUP WIKI (30 MARKS)

A group Wiki assignment worth 30% of your final grade is due on **Wednesday 3 October 2012**.

Assessment of the Wiki assignment will comprise two components:
- *individual assessment* (20 marks) will be based on individual input to the group project
- *group assessment* (10 marks) will be based on the coherence and quality of the Wiki page as a group product. All members of the group will be assigned this mark.
-
Instructions

Prepare a Wiki page of no more than 9000 words (excluding bibliography) on public management reform that compares New Zealand with *one* other country with a parliamentary system derived from Westminster (Australia, Canada, Ireland, and the United Kingdom).

The Wiki must cover the following areas:

A. a short overview of the structure of government (e.g. presidential or parliamentary, unitary or federal, civil service structure etc) and the scope of government (e.g. size and composition of the public sector etc)

B. a detailed description of recent reforms across *three (3)* of the following components of public management:
- structure of the machinery of government
- strategic and performance management
- budgeting and financial management
- human resource management
- the formal external accountability system

C. a comparative analysis of the recent reforms that:
- identifies important differences and/or similarities
- sets out the problems that were being addressed
- uses available evidence to evaluate the extent to which the reforms addressed these problems (or, alternatively, generated unanticipated consequences).

The Wiki may use text and non-text media (i.e. graphics, video clips etc). It is to be prepared for an educated but non-specialist audience with no background in the countries you have selected. A useful data source on public sector reforms in member countries is *Government at a Glance 2009* (which can be accessed through www.oecd.org or via Blackboard).

The Wiki assignment:
- is to be completed using Blackboard; and
- must follow normal academic referencing requirements using the Harvard (author date: page) referencing system, appropriate citation practices and a full bibliography listing in alphabetical order all sources cited in the Wiki.

The tutorial programme sets aside two tutorials as Wiki Assignment Workshops. These are common class times where (a) your group can have face-to-face discussion on the assignment and (b) the Course Coordinator will be available to answer questions and provide assistance.

ASSIGNMENT TASK 3 – EXAMINATION (50 MARKS)

There will be a three hour, closed book examination. Details of the structure and content of the examination will be advised in class in advance of the examination.

The final examination for this course will be scheduled at some time during the period from Friday 26 October to Sunday 18 November 2012 (inclusive). Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period.

You should make yourself familiar with the University's rules about cases where illness, bereavement or other exceptional circumstances prevent attendance or impair performance at an examination. Students who would benefit from special facilities at examination time because of medical or other reasons should contact the relevant Faculty Student Administration Office, or a member of the Student Health, Counselling or Disability Services, as soon as possible.

Penalties

Extensions beyond the due dates for assignment tasks will be granted only to those who meet the University's aegrotat rules, i.e. a medical certificate, personal bereavement or personal circumstances beyond your control. If you are encountering difficulties let the Course Coordinator know immediately.

Please note the following:
- requests for extensions must be received before the due date of an assignment
- essays not submitted, or a Group Wiki not completed, by the due date or by the date of an agreed extension may have their mark out of 100 reduced by 5 percentage points for each day the essay was late
- essays submitted, or a Group Wiki completed, more than 5 days late after the due date or after the date of an extension may not be accepted.

Mandatory Course Requirements

To pass PUBL 302 you must do the following:
- submit the essay assignment
- contribute to the preparation and submission of a group wiki
- attend at least nine (9) of the eleven (11) scheduled tutorials
- sit the examination.

Students who fail to satisfy the mandatory requirements for passing this course, other than the requirement to obtain a C grade overall, will not receive a graded result, and their records will show a "K" (fail due to not satisfying mandatory course requirements, even though the student's course requirements reached the level specified for a pass).

TO PASS PUBL 302 YOU MUST MEET THE MANDATORY REQUIREMENTS AND ACHIEVE AT LEAST A TOTAL OF 50 PERCENT OVER ALL THE ASSESSMENT.

Communication of Additional Information

Any additional information about the course will be posted on Blackboard. Please ensure that you check Blackboard on a regular basis for notices.

Class Representative

A class representative will be elected in the first class, and that person's name and contact details will be available to VUWSA, the Course Coordinator and the class. The class representative provides a communication channel to liaise with the Course Coordinator on behalf of students.

Academic Integrity, Plagiarism and the use of Turnitin

Plagiarism is presenting someone else's work as if it were your own, whether you mean to or not.

'Someone else's work' means anything that is not your own idea. Even if it is presented in your own style, you must still acknowledge your sources fully and appropriately. This includes:
- material from books, journals or any other printed source
- the work of other students or staff
- information from the Internet
- software programs and other electronic material
- designs and ideas
- the organisation or structuring of any such material.

Acknowledgement is required for all material in any work submitted for assessment unless it is a 'fact' that is well known in the context (such as "Wellington is the capital of New Zealand") or your own ideas in your own words. Everything else that derives from one of the sources above and ends up in your work – whether it is directly quoted, paraphrased, or put into a table or figure, needs to be acknowledged with a reference that is sufficient for your reader to locate the original source.

Plagiarism undermines academic integrity simply because it is a form of lying, stealing and mistreating others. Plagiarism involves stealing other people's intellectual property and lying about whose work it is. This is why plagiarism is prohibited at Victoria.

If you are found guilty of plagiarism, you may be penalised under the Statute on Student Conduct. You should be aware of your obligations under the Statute, which can be downloaded from the policy website (www.victoria.ac.nz/home/about/policy/students.aspx). You could fail your course or even be suspended from the University.

Plagiarism is easy to detect. The University has systems in place to identify it.
Student work provided for assessment in this course will be checked for academic integrity by the electronic search engine http://www.turnitin.com. Turnitin is an online plagiarism prevention tool which compares submitted work with a very large database of existing material. Turnitin will retain a copy of submitted materials on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

There is guidance available to students on how to avoid plagiarism by way of sound study skills and the proper and consistent use of a recognised referencing system. This guidance may be found at the following website http://www.victoria.ac.nz/home/study/plagiarism.aspx. If in doubt seek the advice of your course coordinator.

PLAGIARISM IS SIMPLY NOT WORTH THE RISK.

For the following important information follow the links provided:

Academic Integrity and Plagiarism
http://www.victoria.ac.nz/home/study/plagiarism.aspx

General University Policies and Statutes
Find key dates, explanations of grades and other useful information at
http://www.victoria.ac.nz/home/about/policy

Find out about academic progress and restricted enrolment at
www.victoria.ac.nz/home/study/academic-progress

The University's statutes and policies are available at www.victoria.ac.nz/home/about/policy, except qualifications statutes, which are available via the Calendar webpage at
www.victoria.ac/nz/home/study/calendar (See Section C).

Further information about the University's academic processes can be found on the website of the Assistant Vice Chancellor (Academic) at
www.victoria.ac/nz/home/about_victoria/avcademic/default.aspx

AVC (Academic) Website: information including: Conduct, Academic Grievances, Students with Impairments, Student Support
http://www.victoria.ac.nz/home/about_victoria/avcacademic/Publications.aspx

Faculty of Commerce Office
http://www.victoria.ac.nz/vbs/studenthelp/

Manaaki Pihipihinga Programme
http://www.victoria.ac.nz/st_services/mentoring/

LECTURE PROGRAMME

WEEK	DATE	LECTURE TOPIC
One	16 July	Introduction and Course Organisation
	18 July	The State, the Public Sector and Comparative Methodology
Two	23 July	Bureaucracy and Public Administration
	25 July	The New Zealand Version of Westminster
Three	30 July	New Public Management – Concepts and Practice
	1 August	New Public Management – Drivers and Developments
Four	6 August	The New Zealand Model of Public Management
	8 August	Government and Governance – Emerging Trends
Five	13 August	Managing Structure
	15 August	Managing Strategy
Six	20 August	Managing Organisational Performance
	23 August	Managing Organisational Performance – Do organisations in the New Zealand public sector use performance information?
Mid-Trimester Break	**27 August – 9 September**	**No Lectures**
Seven	10 September	Managing Money
	12 September	Managing Money – How are finances managed in the contemporary New Zealand public sector?
Eight	17 September	Managing People
	19 September	Managing People – How well does the Chief Executives appointment and performance framework work?
Nine	24 September	Managing Services – Citizens, Clients or Customers?
	26 September	Engaging With Citizens

Ten	1 October	Accountability in the Public Sector
	3 October	Ethics in Public Service
Eleven	8 October	Ethics in Public Service – How has public management reform affected ethical behaviour in practice?
	10 October	Evaluating Public Management Reform
Twelve	15 October	Public Value
	17 October	Course Review

TUTORIAL PROGRAMME

WEEK	DATE	TUTORIAL TOPIC
One	16 and 18 July	No Tutorials
Two	23 and 25 July	Changing Role of the State Comparing Public Institutions
Three	30 July and 1 August	The Westminster Model
Four	6 and 8 August	New Public Management
Five	13 and 15 August	The New Zealand Model of Public Management
Six	20 and 23 August	**Wiki Assignment – Workshop**
Mid-Trimester Break	**27 August – 9 September**	**No Tutorials**
Seven	10 and 12 September	Managing Organisational Performance
Eight	17 and 19 September	Managing Money
Nine	24 and 26 September	**Wiki Assignment – Workshop**
Ten	1 and 3 October	Structure and Services
Eleven	8 and 10 October	Accountability and Ethics
Twelve	15 and 17 October	Public Value and Course Review

READINGS FOR LECTURES AND TUTORIALS

This section lists required and supplementary readings for each week's lecture and tutorial topics.

- The required *lecture reading* complements the key topic listed under the relevant week in the Lecture Programme. These are available on Blackboard.
- The required *tutorial reading* relates to the topic that will be discussed in the relevant week in the Tutorial Programme. These are available on Blackboard.
- The *supplementary reading* is further reading relating to the relevant lecture topics in that week but is not required reading. *Highly recommended supplementary readings* are marked with an asterisk and are also available on Blackboard. *Other supplementary reading* may be helpful for assignment tasks and is generally available from the Library.

WEEK 1

Lecture Readings	Supplementary Readings - No Tutorials
Course Outline D. Gill. 2010. Appendix A: '*Changing Role of the New Zealand State during the Past 20 Years*' from IPS working paper 2010 – 08	J. Stiglitz. 1989. '*On the Economic Role of the State*', in A. Heertje (ed.) The Economic Role of the State, Basil Blackwell, pp. 11 – 85. D. Rea. 2009. '*Government Expenditure and Revenue in New Zealand: A Brief Overview*' Policy Quarterly 5(3): P58–67.

WEEK 2

Lecture Reading	Tutorial Reading
O. E. Hughes. 2004. '*Public Management and Administration: An Introduction*'. 3rd Edition. Palgrave Macmillan. Chapter 2 'The Traditional Model of Public Administration': 17-43.	D. Cook and D. Law. 2011. '*Government and economic growth: Does size matter?*' New Zealand Treasury Paper 11/01 April 2011. R. Hague and M. Harrop. 2007. '*Comparative Government and Politics: An Introduction*'. 7th Edition. Palgrave Macmillan. Chapter 5 'The Comparative Approach': 83-98. Chapter 17 'Public Management and Administration': 355-374.

Tutorial Questions
- Critically comment on the proposition that the Government should try and reduce the size of the state in New Zealand
- Which techniques and levels of analysis are most appropriate for the comparative study of public management?
- What are the key institutions, concepts and theories that characterise the 'old and new agendas' of the study of public management and administration?

Supplementary Readings – Public Administration and Westminster
*G. Boyne. 2002. '*Public and private management: What's the difference*' Journal of Management Studies 39:1. *R. Gregory. 2007. '*New Public Management and the Ghost of Max Weber: Exorcised or Still Haunting?*' in T. Christensen and P. Laegreid (eds), Transcending New Public Management: The Transformation of Public Management Reforms, Ashgate: 221-244. C. Lindblom. 1979. '*Still muddling, not yet through*'. In Public Administration Review 39: 517-26. *J. Pierre (ed.). 1995. '*Bureaucracy in the Modern State: An Introduction to Comparative Public Administration*', Edward Elgar. Chapter 1 'Comparative public administration: the state of the art' : 1-17. Chapter 10 'Conclusions: a framework of comparative public administration' : 205-218. R. A. W. Rhodes, J. Wanna and P. Weller. 2009. '*Comparing Westminster*', Oxford University Press. Chapter 3 'Living Traditions': 45-77.

WEEK 3

Lecture Reading	Tutorial Reading
O. E. Hughes. 2004. '*Public Management and Administration: An Introduction*'. 3rd Edition. Palgrave Macmillan. Chapter 3 'Public Management': 44-70.	R. A. W. Rhodes, J. Wanna and P. Weller. 2009. '*Comparing Westminster*'. Oxford University Press. Chapter 6 'The Public Service': 155-186. M. Prebble. 2011. '*With Respect: Parliamentarians, officials and judges too*'. Institute of Policy Studies, Victoria University of Wellington. Chapter 3 'The Iron Rule of Political Contest': 33-46. Chapter 4 'The Everyday Paradox': 47-58.

Tutorial Questions
• What is the 'iron rule of political contest' and 'everyday paradox' that Prebble refers to? Do you agree that these ideas are the 'bedrock' of government in Westminster systems? • What is the notion of a 'constitutional bureaucracy' in Westminster systems? What are the dilemmas that have forced public servants to re-evaluate the beliefs and practices that define their role?

Supplementary Readings – New Public Management
P. Aucoin. 1990. '*Administrative Reform in Public Management: Paradigms, Principles, Paradoxes and Pendulums*', *Governance*, 3 (2). T. Christensen and P. Laegreid (eds). 2007. '*Transcending New Public Management: The Transformation of Public Sector Reforms*', Ashgate. Chapter 1 'Introduction – Theoretical Approach and Research Questions' : 1-16. T. Christensen and P. Laegreid (eds.). 2010. '*The Ashgate Research Companion to New Public Management*' (Farnham, Ashgate). Chapter 1 'Introduction' : 1-13. Chapter 2 'Basic NPM Ideas and their Development' : 17-32. Chapter 27 'Beyond NPM? Some Development Features' : 391-403.

P. Dunleavy. 1991. '*Democracy, Bureaucracy and Public Choice*', Harvester Wheatsheaf.
   Chapter 6 'Existing Public Choice Models of Bureaucracy' : 147-173.
   Chapter 8 'Comparing Budget-Maximizing and Bureau-Shaping Models' : 210-248.
*C. Hood. 1991. '*A Public Management for All Seasons*?' Public Administration, 69 (1): 3-19.
C. Hood and B. Guy Peters. 2004. '*The Middle Aging of New Public Management: Into the Age of Paradox?*' Journal of Public Administration Research and Theory, 14 (3): 267-282.
C. Pollitt and G. Bouckaert. 2004. '*Public Management Reform: A Comparative Analysis*', 2nd Edition, Oxford University Press. Chapter 2 'Problems and Responses: a Model of Public Management Reform' : 169-176.
OECD. 2005. '*Modernising Government: The Way Forward*', OECD. Chapter 7 'Modernisation: Context, Lessons, and Challenges'.

WEEK 4

Lecture Reading	Tutorial Reading
G. Duncan and J. Chapman. 2010. '*New Millennium, New Public Management and the New Zealand Model.*' Australian Journal of Public Administration 69(3): 301–313. B. Ryan. 2011. '*The signs are already there? Public management futures in Aotearoa/New Zealand*' IPS WP 11/01 April 2011.	P. Aucoin. 1990. '*Administrative Reform in Public Management: Paradigms, Principles, Paradoxes and Pendulums*', Governance, 3 (2) April: 115-137. J. Blum and N. Manning. 2009. '*Public management reforms across OECD countries*' in T. Bovaird and E. Loffler (eds) Public Management and Governance 2nd Edition, Routledge: 41-58.

Tutorial Questions
- In his classic article, Aucoin identifies two paradigms driving administrative reform in Westminster systems. What characterises the paradigms, why are they in tension, and what have been (are) the consequences?
- What have been the key contemporary public sector reform trajectories across OECD countries? To what extent do these echo the issues identified by Aucoin?

Supplementary Readings – The New Zealand Model of Public Management

*J. Boston, J. Martin, J. Pallot and P. Walsh. 1996. '*Public Management: The New Zealand Model*', Oxford University Press. Chapter 1 'The New Zealand Model: Key Features and Continuing Dilemmas': 2-15.
   Chapter 2 'The Ideas and Theories Underpinning the New Zealand Model' : 16-40.
J. Kelsey. 1997. '*The New Zealand Experiment: a World Model for Structural Adjustment?*', Auckland University Press. Chapters 3 and 6.
M. Lodge and D. Gill. 2011. '*Toward a New Era of Administrative Reform? The Myth of Post-NPM in New Zealand.*' Governance 24(1): 141–166.
R. Norman. 2003. '*Obedient Servants: Management Freedoms and Accountabilities in the New Zealand Public Sector*', Victoria University of Wellington. Chapter 4 ' Introducing Business-Like Controls – a Public Sector Revolution in New Zealand' : 55-78.
   Chapter 11 'Moving Beyond One-Dimensional Thinking' : 219-233.

*A. Schick. 1996. '*The Spirit of Reform: Managing the New Zealand State Sector in a Time of Change*', State Services Commission.

State Services Commission. 2001. '*Review of the Centre Advisory Group Report*', SSC.

*The Treasury. 1996. '*Putting It Together: An Explanatory Guide to the New Zealand Public Sector Financial Management System*', The Treasury. Excluding Chapter 6.

Supplementary Readings – Government and Governance

J. Bourgon. 2009. '*New directions in public administration: Serving beyond the predictable*' Public Policy and Administration 24(3): 309–330.

*J. Denhardt and R. Denhardt. 2007. '*The New Public Service: Serving, Not Steering*' Expanded Edition (Armonk, NY: Sharpe).

D. Gill, S. Pride, H. Gilbert, and R. Norman. 2010. '*The Future State*' Institute of Policy Studies Working Paper 10/08, Wellington: Victoria University of Wellington. Part 4&5 27-49.

*E. Lindquist. 2011. *'No Reform Left Behind: Integrating Frameworks and Implications for New Zealand's Centre-of-Government and Public Sector Improvement*' IPS WP 11/02.

Public Administration Review. 2010. '*The Future of Public Administration in 2020*' Public Administration Review, Vol 70, Issue Supplementary.

R. Rhodes. 1997. '*Understanding Governance: Policy Networks, Governance, Reflexivity and Accountability*', London Open University Press.

WEEK 5

Lecture Reading	Tutorial Reading
J. Stewart. 2004. '*The Meaning of Strategy in the Public Sector*', Australian Journal of Public Administration 63 (4) J. Boston et al. 1996. '*Public Management: the New Zealand model*', Auckland: Oxford University Press Chapter 4 p69-95	G. Scott. 2001. '*Public Sector Management in New Zealand: Lessons and Challenges*', NZ Business Roundtable. Chapter 1 'Launching the Revolution to the State Sector in 1987': 1-10. Chapter 2 'The Reforms: Contents and An Analytical Perspective': 11-36. S. Hitchiner and D. Gill. 2011. '*The Formal System of Organisational Performance Management in the State Sector*' in Gill D. (ed) 2011. *The Iron Cage Recreated: The Performance Management of State Organisations in New Zealand*" IPS. Chapter 5 'The Formal System: Themes and Conclusions' : 119-140. G. Duncan and J. Chapman. 2010. '*New Millennium, New Public Management and the New Zealand Model'*. Australian Journal of Public Administration 69(3): 301–313

Tutorial Questions
- During the late 1980s and early 1990s Graham Scott was one of the architects of what became known internationally as the New Zealand model of public management. What are the key elements of the model? Who and what drove the changes?

- Gill et al argue that, while the rhetoric has changed, the basic features of the NZ public sector reforms are still in place. Which elements of the model have been modified, and why?

Supplementary Readings – Managing Structure and Managing Strategy

D. Gill. 2002. '*Signposting the zoo, from agentification to a more principled choice of organisational form*', OECD Journal of Budgeting, 2 (1).

D. Gill. 2008. '*By Accident or Design: Changes in the Structure of the State of New Zealand.*' Policy Quarterly 4(2): 27–32.

*C. Hood and M. Jackson. 1991. '*Administrative Argument*', Dartmouth Publishing Group P71-100.

M. Edwards and R. Clough. 2005. '*Corporate Governance and Performance: An Exploration of the Connection in a Public Sector Context*', Issues Paper Paper No. 1, 2005, University of Canberra.

H. Mintzberg. 1989. '*Mintzberg on Management: Inside Our Strange World of Organizations*'. New York: Free Press. 418. Part II: 93-115.

S. Petris. 2010. '*The nature of strategy in the public sector*' ANZSOG Occasional Paper No 7.

G. Scott. 2001. '*Public Sector Management in New Zealand: Lessons and Challenges*', NZ Business Roundtable: 269-361.

State Services Commission. 2003. '*Managing for Outcomes: Guidance for Departments*', SSC.

State Services Commission. 1998. '*A Better Focus on Outcomes through SRA Networks*', Occasional Paper No.3. October 1998.

J. Wills. 2001. '*Strategic Management and Corporate Planning*' in C. Aulich, J. Halligan and S. Nutley (eds), Australian Handbook of Public Sector Management, Allen & Unwin: 47-59.

WEEK 6

Lecture Reading	Tutorial Reading
C. Pollitt. 2006. '*Performance Information for Democracy: The Missing Link?*' Evaluation 12(1): 38–55. D. Gill (ed.). 2011. '*The Iron Cage Recreated: The Performance Management of State Organisations in New Zealand*' Part 2 Page 41 - 134 IPS.	No Assigned Reading (Wiki Workshop)

Supplementary Readings – Managing Organisational Performance

*R. Behn. 2003. '*Why Measure Performance? Different Purposes Require Different Measures*', *Public Administration Review*, 63 (5) September/October: 586-606.

D. Gill. 2008. '*Managing for Performance in New Zealand: The Search for the Holy Grail*?' In KPMG International (ed) Holy Grail or Achievable Quest: International Perspectives on Public Sector Performance Management (chapter 3). KPMG International: 29-40.

C. Hood. 2007. '*Public Service Management by Numbers: Why Does it Vary? Where Has it Come From? What Are the Gaps and the Puzzles?*' Public Money and Management, April: 95-102.

D. P. Moynihan. 2008. '*The Dynamics of Performance Management: Constructing Information and Reform*', Georgetown University Press. Chapter 6 'The Interactive Dialogue Model of Performance Information Use' : 95-117.
   Chapter 10 'Rethinking Performance Management' : 189-209.
*State Services Commission and The Treasury. 2008. '*Performance Measurement: Advice and examples on how to develop effective frameworks*', SSC.
P. Thomas. 2006. '*Performance Measurement, Reporting, Obstacles and Accountability: Recent Trends and Future Directions*', ANZSOG and ANU E-Press.

WEEK 7

Lecture Reading	Tutorial Reading
J. Boston and C. Eichbaum. 2008. '*Financial management and democratic accountability: Lessons from New Zealand*' in M. Ezzamel, N. Hyndman, A. Johnsen and I. Lapsley (eds) Accounting in Politics: Devolution and Democratic Accountability, Routledge: 109-133.	State Services Commission and The Treasury. 2008. '*Performance Measurement: Advice and examples on how to develop effective frameworks*', SSC. Module 1 'Why measure performance?': 11-18. Module 4 'Defining outcomes, intermediate outcomes and outputs': 31-40. Module 5 'Developing measures and indicators': 41-54. C. Hood. 2006*. 'Gaming in Targetworld: The Targets Approach to Managing British Public Services'*, Public Administration Review, 66 (4) July/August: 514-521.

Tutorial Questions
- Review the State Services Commission and Treasury guidelines on performance measurement in the New Zealand public sector. What are the key steps in defining the impact of government services, and developing meaningful performance measures? Based on the examples provided, what are the key methodological challenges?
- What does Hood mean when he refers to 'gaming behaviour' in public sector performance management systems? Is this a new phenomenon? Is it possible to design performance systems to mitigate these problems?

Supplementary Readings – Managing Money

H. Heclo and A. Wildavsky. 1981. '*The Private Government of Public Money: Community and Policy Inside British Politics*', Macmillan. Chapter 2 'The Nuclear Family: The Treasury' : 37-75.
J. Kelly and J. Wanna. 2001. '*Are Wildavsky Guardians and Spenders Still Relevant? New Public Management and the Politics of Government Spending*' in Vol II. of L. R Jones, J. Guthrie and P. Steane (eds.), *Learning From International Public Management Reform*, Elsevier: 589-614.
M. Robinson and D. Last. 2009. '*A Basic Model of Performance-based Budgeting*', IMF Technical Note and Manual 09/1.
I. S. Rubin and J. Kelly. 2005. '*Budget and Accounting Reforms*' in E. Ferlie, L. E. Lynn and C.

Pollitt (eds), *The Oxford Handbook of Public Management*, Oxford University: 563-590.

A. Schick. 2001. '*The changing role of the central budget office*', OECD Journal on Budgeting 1 (1).

*A. Schick. 2007. '*Performance Budgeting and Accrual Budgeting: Decision Rules or Analytic Tools?*' OECD Journal of Budgeting, 7 (2): 109-138.

WEEK 8

Lecture Reading	Tutorial Reading
OECD. 2005. '*Modernising Government: The Way Forward*', OECD. Chapter 6 'Organising and Motivating Public Servants: Modernising Public Employment': 157-183.	T. Curristine. 2007. *'Experience of OECD Countries with Performance Budgeting'* in M. Robinson (ed.), Performance Budgeting: Linking Funding and Results, Palgrave Macmillan / International Monetary Fund: 128-143. M. Robinson. 2002. '*Output-Purchase Funding and Budgeting Systems in the Public Sector*', Public Budgeting and Finance, Winter: 17-33.

Tutorial Questions
- What has characterised reforms in OECD countries designed to integrate performance information with the budget process? What are the key influences on whether this information is actually used by decision-makers?
- What are the key attributes of output-purchase funding systems as modelled in New Zealand? Which characteristics of the public sector make the model difficult to apply in practice? Do you agree with Robinson's general conclusion that such systems are 'in significant measure fictional'?

Supplementary Readings – Managing People

*J. Boston, J. Martin, J. Pallot and P. Walsh. 1996. '*Public Management: The New Zealand Model*', Oxford University Press. Part V – Human Resource Management: 204-257.

S. Horton. 2009. '*Human Resource Management in the Public Sector*' in T. Bovaird and E. Loffler (eds.), Public Management and Governance, 2nd Edition, Routledge: 121-134.

OECD. 2005. '*Performance-related Pay Policies for Government Employees*', OECD.

State Services Commission. 1998. '*New Zealand's State Sector Reform: A Decade of Change*', SSC. Chapter 7 'Human Resource Management in the Public Service'.

State Services Commission. 2010. '*Human Resource Capability Survey of Public Service Departments as at 30 June 2010*', SSC.

J. Storey. 1995. '*Human Resource Management: A Critical Text*', Routledge. Part II: 59-78.

J. Perry, T. Engbers and S. Jun. 2009. '*Back to the Future? Performance-Related Pay, Empirical Research, and the Perils of Persistence*' Public Administration Review January February.

WEEK 9

Lecture Reading	Tutorial Reading
J. Alford. 2009. '*Engaging Public Sector Clients: From Service Delivery to Co-production'*, Palgrave Macmillan. Chapter 1 'The Co-production Concept':15-29. Chapter 5 'Postal Service Customers as Co-producers': 73-95.	No reading (Wiki Workshop)

Supplementary Readings – Managing Service Delivery and Engaging With Citizens
J. Cribb. 2006. '*Agents or Stewards? Contracting with Voluntary Organisations'*, Policy Quarterly, 2(2): 11-17. D. Gill, E. Eppel, M. Lips and B. Ryan. 2008. '*Managing for Joint Outcomes – the breakthrough from the front line'* Policy Quarterly November 2007 Wellington: Institute of Policy Studies, Victoria University of Wellington. W. Kickert and J. Koppenjan. 1997. '*Public management and network management: an overview'* in, Kickert, Klijn and Koppenjan (eds). *Managing Complex Networks: Strategies for the Public Sector.* Sage Publications. Chapter 2 *'Policy Networks: An Overview'* : 14-34. H. Milward and K. Provan. 1998. '*Principles for controlling agents: the political economy of network structure'* in, Journal of Public Administration Research and Theory 8 (2), 203-222. G. Mulgan and A. Lee. 2001. '*Better Policy Delivery and Design'*, United Kingdom Cabinet Office. OECD. 2009. '*Focus on Citizens: Public Engagement for Better Policy and Services'*, OECD. State Services Commission. 2009. '*Kiwis Count 2009: New Zealanders Satisfaction with Public Services'*, SSC.

WEEK 10

Lecture Reading	Tutorial Reading
M. Bovens. 2005. '*Public Accountability'* in E. Ferlie, L. E. Lynn and C. Pollitt (eds.), *The Oxford Handbook of Public Management*, Oxford University: 182-208.	C. Hood and M. Jackson. (1991). '*Administrative Argument'*, Dartmouth Publishing Group P71-100. B. Ryan. 2006. '*Managing for Outcomes: Understanding Clients'*, Policy Quarterly, 2 (4): 39-46.

Tutorial Questions
• Practitioners develop machinery of government principles (doctrines) about how use changes in organisational structure will contribute to the quest for improved performance. What do Hood and Jackson's 'What type doctrines' suggests about this quest? Are there enduring machinery of government principles 'for all seasons' or are they just 'fashions'? • A distinction is sometimes drawn with public services between the differing role the general public play as clients, customers, tax payers and citizen? How do these roles differ?

Supplementary Readings – Accountability and Ethics
P. Barberis. 1998. '*The New Public Management and a New Accountability'*, Public Administration, 76 (3): 451-470. *J. Boston and D. Gill. 2011. '*Joint or Shared Accountability: Issues and Options'* IPS WP 11/03 H. Davis. 2008. '*Ethics and Standards of Conduct*' in T. Bovaird and E. Loffler (eds.), '*Public Management and Governance'*, Second Edition, Routledge 2008: 311-325. J. Greenaway. 1995. '*Having the Bun and the Halfpenny: Can Old Public Service Ethics Survive in the New Whitehall*?' Public Administration, 73 (3): 357-374. R. Mulgan. 2003. '*Holding Power to Account: Accountability in Modern Democracies'*, Palgrave Macmillan. Chapters 1 & 7. OECD. 2005. '*Public Sector Integrity: A Framework for Assessment'*, OECD. State Services Commission. 1999. '*Improving Accountability: Developing an Integrated Performance System'*, Occasional Paper No. 11, SSC. State Services Commission. 2007. '*Standards of Integrity and Conduct'*, SSC.

WEEK 11

Lecture Reading	Tutorial Reading
J. Boston. 2000. '*The Challenge of Evaluating Systemic Change: The Case of Public Management Reform in New Zealand*', International Public Management Journal, 3 (1).	M. W. Jackson. 2008. '*I, Burocrat'*, Journal of Parliamentary and Political Law, 1 (1): 359-368. State Services Commission. 2007. '*Standards of Integrity and Conduct'*. R. Gregory. 1998. '*Political Responsibility for Bureaucratic Incompetence: Tragedy at Cave Creek'*, Public Administration, 76 Autumn: 519-538.

Tutorial Questions
• In his fictitious Wikipedia entry, Jackson distinguishes between 'accountability' and 'responsibility' in public management. What are the key differences between these concepts? Why is the 'Zeroth Law' inconsistent with public service accountability as currently understood in Westminster systems? Would the Three Laws of Burocratics provide for 'good' government? • What was the 'tragedy at Cave Creek'? Did the formal accountability framework established by the New Zealand public management system distinguish 'managerial accountability' from 'public responsibility'? Does the formal accountability framework acknowledge Jackson's so-called 'Zeroth Law'?

Recommended Readings – Evaluating Public Management Reform
C. Hood, R. Dixon and C. Beeston. 2008. '*Rating the Rankings: Assessing International Rankings of Public Service Performance*, International Public Management Journal, 11 (3): 298-328. C. Pollitt. 1995. '*Justification by Works or by Faith? Evaluating the New Public Management'*, Evaluation, 1 (2): 133-154.

A. Schick. 1998. '*Why Most Developing Countries Should Not Try New Zealand's Reforms*', The World Bank Research Observer, 13 (1) February: 123-131.

*H. Wollmann. (ed.) 2003. '*Evaluation in Public-Sector Reforms: Concepts and Practice in International Perspective*', Edward Elgar. Chapter 1 'Evaluation in Public-Sector Reform: Towards a 'Third Wave' of Evaluation?' : 1-11.
Chapter 11 'Learning from Evaluation Practice: The Case of Public-Sector Reforms' : 209-230.
Chapter 12 'Evaluation in Public-Sector Reform. Trends, Potentials and Limits in International Perspective': 231-258.

WEEK 12

Lecture Reading	Tutorial Reading
M. H. Moore. 1995. '*Creating Public Value: Strategic Management in Government*', Harvard University Press. Chapter 2 'Defining Public Value': 27-56.	R. A. W. Rhodes and J. Wanna. 2007. *'The Limits to Public Value, or Rescuing Responsible Government From the Platonic Guardians'*, Australian Journal of Public Administration, 66 (4): 406-421. J. Alford. 2008. '*The Limits to Traditional Public Administration, or Rescuing Public Value from Misrepresentation',* Australian Journal of Public Administration, 67 (3): 357-366.

Tutorial Questions
- Why do Rhodes and Wanna find the application of the public value approach in Westminster systems 'disturbing'? What do they mean by public managers as 'platonic guardians'?
- In contesting Rhodes and Wanna, is Alford correct to argue that the politics-management 'pendulum' has swung too far in one direction, and that public value is a useful way of 'reinvigorating' the role of public servants? Is his argument context specific?
- How relevant do you think this 'academic' debate is for practising public managers?

Recommended Readings – Public Value

*J. Alford and J. O'Flynn. 2009. '*Making Sense of Public Value: Concepts, Critiques and Emergent Meanings*', International Journal of Public Administration, 32 (3): 171-191.

H. K. Colebatch. 2011. '*Valuing Public Value: Recognising and Applying Knowledge About the Governmental Process',* Australian Journal of Public Administration*, 69 (1): 66-78.

*G. Kelly, G. Mulgan and S. Muers. 2002. '*Creating Public Value: An Analytical Framework for Public Service Reform*', UK Cabinet Office Strategy Unit.

*J. O'Flynn. 2007. '*From New Public Management to Public Value: Paradigmatic Change and Managerial Implications'*, Australian Journal of Public Administration, 66 (3): 353-366.

J. Stoker. 2006. '*Public Value Management: A New Narrative for Networked Governance*?' American Review of Public Administration, 36 (1): 41-57.