

Chapter 1 : Future Directions in Public Administration? – Parliament of Australia

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It is important because it shapes the relationship between citizens and their elected representatives. Successful public administration ensures that the relationship between government and citizens is based on mutual respect. It does so by promoting efficient and effective resource management, responsiveness to clients, transparency in government operations and accountability for government actions, the opportunity for citizens to participate in policy-making, fair dealing between government and citizens, and the ethical behaviour of public officials. Since the s, successive Commonwealth Governments have sought to achieve these goals through the implementation of extensive and significant reforms in public administration. Since the mids, the goals of reform have become increasingly focused on the achievement of efficiency and effectiveness, and responsiveness to clients. There is growing support for a renewed emphasis on the goals of transparency and accountability, participation, fairness and ethical behaviour. These goals are important because they establish the authority of citizens over their representatives. Many of these initiatives are designed to facilitate the participation of citizens in the policy-making process. The paper also discusses several mechanisms designed to institutionalise ethical behaviour by public officials. Ensuring ethical behaviour may become an increasingly important priority for the Commonwealth Government as new ethical challenges are presented by the blurring of the boundaries between the public and private sectors. Transparency and accountability motivate four of the initiatives discussed in this paper from Canada, the United Kingdom, Victoria and the Australian Capital Territory. This is an issue that is capturing growing attention from parliamentary committees, journalists and other government watchdogs. Similarly, the recent discussion about the breaching of welfare recipients indicates that the issue of fairness might gain a greater public profile. This paper argues that those qualities could also be employed to implement a range of reforms designed to promote transparency and accountability, participation, fairness and ethical behaviour. It also presents some possible approaches for consideration. The rewards could be better public administration and renewed public confidence in political institutions and players. This paper discusses a fourth, and less commonly cited, set of issues-the way in which the Commonwealth Government manages its relationship with citizens and its use of public money. These rules partially determine how government revenue is spent and also help to shape relationships between the government and citizens. Sound practices in this area are critical for sustaining a healthy democracy because public confidence in government can only be maintained when the use of authority and public resources is demonstrably fair, efficient and ethical. Public administration is rarely considered to be an exciting field of inquiry. It often revolves around detailed structures and processes which, at best, appear to be remote from the lives of most people. This is because they can determine whether public money is wasted or spent to good effect. They can also determine the quality and fairness of government services. It is for these reasons that the Parliament, particularly through its committees, invests so much time and energy investigating public administration. In this, the Australian Commonwealth Government has much in common with other governments, particularly in the United Kingdom and New Zealand. Also important have been reforms aimed at enhancing the responsiveness of the Australian Public Service to the government and other clients. This paper does not evaluate reforms already undertaken. Rather, it argues that there are other goals of public administration which are also important and which warrant renewed attention from policy-makers. These are transparency and accountability, participation, fairness and ethical behaviour by public figures. As well as being intrinsically important, these objectives appear to be widely shared by the Australian public and therefore constitute good politics. The paper discusses relevant reforms undertaken by various countries as well as Australian States and Territories, and argues that their consideration might benefit Commonwealth public administration. Recent Commonwealth Government Reforms Australia has embraced a range of reforms in public administration since the s. However, since there has been a clear shift in emphasis towards the pursuit of efficiency and responsiveness. The Hawke and Keating Governments developed this emphasis

in the 1980s and 1990s, and the Howard Government has continued it. These changes were implemented in conjunction with fiscal restraint and falling public service staff numbers. However, the following indicators support the conclusion that the quality of Commonwealth public administration is relatively high. Transparency International 7 has rated Australia 11th of 91 countries in terms of a low degree of corruption, as perceived by business people, academics and risk analysts score of 8. In the long run, openness, decency and looking after the middle ground have their own political reward. They are good politics as well as good governance. While it is instructive to take these perceptions into account, it is also important to seek the views of citizens. The Canadian attempt to gauge the opinions of citizens is discussed later in this paper. Public administration has the potential to contribute to social capital and public trust only if it reflects the values of the people it is meant to serve. High quality public administration should be marked by: While it is useful to discuss the goals listed above individually, it is also important to note that they can be but are not necessarily mutually reinforcing. For example, the inter-relatedness of participation, transparency, efficiency and fairness has been described as follows: Besides increasing the flow of information to public officials, techniques for citizen and client consultation can introduce more openness and transparency into the system. As more people become aware of the performance of specific agencies or officials, they are more likely to exert collective pressure on the agency to perform better. At the same time public agencies will have less opportunity for arbitrary action. For example, in some situations efficiency savings from outsourcing need to be weighed against a resulting loss in transparency. Just as efficiency is not the only goal we take into account when evaluating our democratic system of government, we need to consider, and sometimes prioritise, a range of goals when we evaluate, and develop, our system of public administration. This is because they have been the main foci of reform since the mid-1980s and the purpose of this paper is to present ideas that promote the other goals listed above. Transparency, accountability, participation, fairness and ethical behaviour are important for reasons of principle because they strengthen citizenship, social capital and democracy. They also make good sense for governments because under-emphasising them feeds public cynicism and mistrust about government. As people become more educated and assertive and continue to see a significant proportion of their income taxed by governments, they can be expected to demand that governments submit to more rigorous rules about how public resources are used and policies are developed. In government spending ranged from Australian governments Commonwealth, State and Territory spent Other innovations in public administration include the following: It could be argued that these important goals have been partially undermined by other measures. Rather, it is to present some initiatives for consideration by the Parliament. None of these initiatives would undermine the implementation of efficiency measures. Political Context Generally speaking, Australian public administration reforms have been philosophically in tune with other contemporary policies. The pursuit of efficiency and responsiveness in the public sector can be viewed as a component of the broader microeconomic reform agenda which commenced in the 1980s. However that reform agenda was driven by elite, rather than popular, opinion. These include deliberative polls, the investigation of all petitions, the promotion and sponsorship of civic forums and the strengthening of freedom of information legislation. In line with this trend, there appears to be growing public concern about the ethics and accountability of the private sector. Two relevant Royal Commissions into the collapse of HIH Insurance and practices in the construction industry have been called in the space of less than three months, 31 and survey data indicates that Australians are becoming wary of deregulation and privatisation as well as pessimistic about business ethics. This is a broad list of grievances that goes beyond the boundaries of public administration as defined in this paper. This has had a direct impact on public administration because independents and minor parties have a strong record in promoting transparency and participation. However, a range of other reforms has also been implemented, and this section discusses examples of initiatives that are intended to promote transparency and accountability, participation, ethical behaviour and fairness. For practical reasons of data collection, several initiatives have been the subject of OECD reports and they are mostly from English-speaking countries from which information was more readily available. Therefore the initiatives that are discussed should be viewed as a selection of possible options rather than representing the state of play in global public administration. While it is unlikely to be a comprehensive list, all potentially relevant initiatives that were found have been included. For this reason,

some goals e. This does not necessarily mean that fairness is under-valued, as it has already been the subject of significant reform e. These initiatives might be the most readily adapted to the Commonwealth Government context. Where possible, information has been provided on the results or evaluation of these initiatives. However, in many cases this information was not yet available. Transparency and Accountability The institutionalisation of transparency and accountability reflects the principle that governments should be answerable for the way they use public resources and exercise authority. Examples of mechanisms that facilitate transparency and accountability include: An area in which the Commonwealth Government faces frequent criticism is the lack of transparency in public appointments and government contracts. Also discussed is a rather unusual example of an accountability mechanism. The Canadian Commissioner of the Environment and Sustainable Development is primarily intended as a mechanism for protecting the environment, making it a policy initiative. She also investigates complaints about appointments or how applications are handled. Appointments must encompass the principles of ministerial responsibility, merit, independent scrutiny, equal opportunity, probity, openness and transparency and proportionality. Public Perceptions of the Public Appointments Process 37 found that only eight per cent of respondents from the general community had heard of the Office. The recognition factor was higher among senior managerial and professional people and those involved in many community and voluntary activities. However, when asked to describe how the process should occur, respondents endorsed the merit principle institutionalised by the Office. These findings appear to demonstrate the importance and perhaps difficulty of informing the public about innovations such as this and promoting their effectiveness. These are available at [http: Commissioner of the Environment and Sustainable Development-Canada](http://Commissioner of the Environment and Sustainable Development-Canada) This initiative extended the concept of auditing to environmental considerations. Participation As well as providing the right to vote, a well-functioning democracy could be expected to grant citizens the right to be consulted between elections about the work of government. Examples of current participation mechanisms include: A renewed focus on the quality of service delivery and concern about citizen alienation have prompted other governments to implement several initiatives designed to gauge the views of clients and citizens. This section discusses approaches taken by the governments of Finland, Canada, the United Kingdom and Norway, the Netherlands, Queensland and Tasmania, as well as the European Commission and parliamentary committees in the United Kingdom. It is interesting to note that several of these initiatives involve direct interaction between citizens and the public service. For Westminster-based systems, this represents a significant break with the traditional practice of maintaining the anonymity of public servants and emphasising the representative role of Members of Parliament. Other initiatives, such as Community Cabinets, maintain the traditional roles, while encouraging greater input from citizens. On all administrative levels, the real possibilities of the citizens to influence matters as well as the openness and transparency of administration will be increased. The aim of the project is to explore ways of strengthening connections between citizens and the government through the use of information technology.

Chapter 2 : Crime, Behavior, and Public Policy: Future Directions

Includes Future Directions, Management Transfer Program, and Communities Plus Resident Rights Consultation The public consultation was held between 12 January to 11 March

Advanced Search This edition of Health Policy and Planning comprises a set of seven papers that focus on the field of health policy analysis. Such analysis shares an understanding that policy making is a process of continuing interaction among institutions the structures and rules which shape how decisions are made , interests groups and individuals who stand to gain or lose from change and ideas including arguments and evidence John This area of multi-disciplinary inquiry is, in higher income countries, a recognized academic field of practical relevance, but in low and middle income settings it remains an under-developed area of work. Yet, in the year we celebrate the year anniversary of the Alma Ata Declaration on Primary Health Care, it is clear that better understanding of the challenges to health policy implementation and renewed action to achieve the Millennium Development Goals are vital in these settings. Health policy analysis is important to both tasks. It can help explain why certain health issues receive political attention, and others do not, such as by enabling identification of which stakeholders may support or resist policy reforms, and why. It can also identify the perverse and unintended consequences of policy decisions, as well as the obstacles that undermine policy implementation and so jeopardize national and global goals for improved health. In these ways, policy analysis supports more realistic expectations about the timeframes and nature of policy reform, can assist in enabling successful policy development and implementation, and can support the use of technical evidence in these processes Buse et al. The papers presented here derive from a workshop held in London in May which brought together 25 practicing health policy analysts from around the world. Participants reflected not just on the content of this body of work but also, and equally importantly, on how this work is undertaken. The workshop specifically allowed an exchange of ideas about the use of theoretical and conceptual frameworks, and methods and approaches, in investigating and understanding policy processes; and it sought to identify how such analysis could be strengthened in the future. The workshop and this set of papers pay tribute to the work of Gill Walt, a co-founder of this journal, Professor Emeritus in Health Policy at the London School of Hygiene and Tropical Medicine, and a key intellectual influence in the field of health policy analysis. The hallmarks of their approach to health policy are reflected in the very first editorial [1 1: Health policy analysis is, in other words, not only of practical importance in public health, but also a legitimate area of academic inquiry. Her early analyses of primary health care, and community health workers, for example, are once again being drawn into international policy debates on health system strengthening. In addition her wide-ranging work on international agencies, including current work on Global Health Initiatives, continues to inform and influence trends in the global aid architecture. Her book, Health Policy: Process and Power Walt , remains a seminal text for students in this field, and the related policy analysis triangle framework Walt and Gilson continues to grow in analytical influence. The simplicity of its approach enables even the novice analyst to explore the complex and chaotic reality of policy-making, as well as providing a tool for strategic policy management. It is therefore a natural home for this particular set of papers. Reflecting the purpose of the May workshop discussions, the majority of these papers have a methodological and reflective slant, and two report empirical studies that demonstrate analytical approaches. The papers add to available texts in the field e. To provoke reflection on the nature of the field, the first paper Gilson and Raphaely provides an overview of the terrain of published English-language articles “ that apply health policy analysis to LMIC settings. The paper maps the broad range of topics addressed in these articles, as well as considering the nature and adequacy of their analytical approaches. Highlighting the limited scope and methodological weaknesses of this body of work, it provides a basis for the other papers in the edition. They note the changing challenges of conducting such work, including the much wider range of actors now involved in policy-making, and the growing influence of forces outside states, including the faster exchange of information and ideas. The paper then explores ways of advancing the field of health policy analysis with recommendations on theory, methodology and researcher reflexivity. Exworthy specifically reflects on the role of health policy analysis in

supporting policy action on the social determinants of health, and how to conduct such analysis. This is timely given that the final report of the WHO Commission on Social Determinants is published this year, and there is a clear need to use policy analysis to support desperately needed public health action on these determinants. The next two papers report empirical studies from different parts of the developing world. They consider the relevance of policy networks and the role of non-government actors in these processes, highlighting the value of network analysis in both understanding and supporting policy change. Crichton meanwhile addresses a common problem of policy implementation: Examining recent experience of family planning policy in Kenya by applying the notion of policy space Grindle and Thomas , the paper shows the importance of advocacy work within the bureaucracy as a strand of the strategic management needed to move commitment to a policy agenda towards sustainable implementation. Buse picks up the practical relevance of policy analysis by presenting a framework and guidance for prospective policy analysis, to be undertaken by advocacy groups, with support from national and international policy experts, in enabling and sustaining policy change. Finally, Erasmus and Gilson provide ideas about how to investigate power in the front-line organizational environments of health care provision, as a practical support for future implementation analysis. The dominant methodological focus of these papers is, perhaps, an unusual orientation, but it is appropriate for our goal of building this field of work. Over a decade ago Gill Walt called for work that would integrate the study of politics, process and power with the study of health policies in LMICs. Her own body of published work is testimony to the importance of this analytical approach. However, there is still a need to do much more health policy analysis, as well as to deepen and extend the work done. These recommendations call for: A more explicit focus on the methods for doing policy analysis by: Better use of the existing, but often descriptive, body of policy analysis through: Future research on agenda setting and policy implementation to: Implementing these recommendations will, however, require increased investmentâ€”to support the capacity development needed to strengthen analyses, to enable the development of a deeper and wider body of work, and to allow greater engagement with policy practitioners around analyses that are conducted. We call on research and other funders to recognize the value of health policy analysis by providing greater levels of dedicated funding for activities that strengthen this field.

Chapter 3 : Future Directions of Science and Public Policy

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Chapter 4 : Future Directions for Social Housing | Family & Community Services

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