

Educating for the Public Sector: A Public Administration Program

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Historical roots

Different traditions in the study of Public Administration:

- Continental tradition
- Anglo-Saxon tradition

Continental

- A long history
- Often a legal orientation
- Normative character
- Argumentation as methodology
- Strong in Germany, France, and the southern countries

Anglo-Saxon

- Wilson (1887) as a starting point
- Social science orientation
- Empirically oriented
- Research methodology
- Strong from the 60th on in the northern countries

Two variations of the Anglo-Saxon tradition

- Public Administration as a part of Political Science
- Public Administration as a specialization of Business Administration

Public Administration as a part of Political Science

- Distinction between Politics and Administration (1900)
- Law making and the execution of laws
- “It’s harder to run a constitution than to frame one”.
- The discovery of Public Policy as field of study (1950)

Public Administration as a specialization of Business Administration

- The Science of Administration
- Example: Scientific Management
- Strong in US between 1920 and 1950
- More recently: New Public Management (1980 and later)

New Public Management

- Politically inspired
- 'Run government as a business' (1980th)
- 'Reinventing government' (Osborne and Gaebler, 1992)
- Neglect of differences between the public and the private sector
- 'We can do without politics'
- Neglect of value conflicts

A changing picture

- The rise of the welfare state
- And its partial decline
- The internationalization of the public sphere
- Professionalization of public positions
- Growing attention for the organization and functioning of the public sector.

Modern Public Administration

- The distinction between politics and administration is still there
 - *cf. Waldo: the Greek versus the Roman heritage*
- But now:
 - intertwined and
 - as specializations in Public Administration:
 - *Public Policy*
 - *Public Management*

Different P.A. programs

1. Bachelor Programs (First cycle): 18 years +
2. Master programs, directly after first cycle
3. Mid-career (Second cycle): bachelors, active in the public sector already
4. Specialized programs: in service training, mostly higher governmental officials: tailor-made programs.

Mission

Different formulations:

- ‘Critics with affinity toward the public sector’
- Training for the public sector
- Make a difference in the public sector
- We care what state the public sector is in.

Commitment as an important attitude.

Consequences

- Double obligation:
 - Practice oriented
 - Academically on the level
- Saying meaningful things to practice
cf. Wildavsky: Speaking truth to power

A Public Administration Program: basic disciplines:

- Political Science: knowledge of how the political system works and how politics works
- Sociology: knowledge of the developments in society
- Economics: knowledge of micro and macro - economics
- Law: knowledge of public law.

The Core Program

The discipline of Public Administration as the core of the program

- Central themes of Public Administration
- Public Policy
- Public Management

Central themes of Public Administration

- Structure and Development of P.A.
- European, National and Decentral P.A.
- Comparative P.A.
- Normative and Ethical Questions like responsibility and integrity

Enduring questions

- State – Society
- Public – Private
- Democracy - Bureaucracy
- Politics – Administration
- Central – Decentral
- Efficiency – Other values

Public Policy

- The Policy Cycle
- Process orientation
- The Public Sector is a Sector of Conflicting Values
- Political Philosophy: where are political decisions derived from?

Elements Public Management

- Management central: creating the bridge between policy and implementation
- The centrality of the governance question: governing in a societal network

Management variables

The characteristics of management variables

- Organization
- Human Resource Management
- Financial Management
- Information and Communication Technology

in a public context.

Diversity of programs

- Differences in the content of the programs
- But also in their pedagogical approach, in particular between first cycle and mid-career
- Creating nearness versus creating distance

Bringing the Public Sector in

- 18 years old: the public sector is far away
- So create nearness!
- Academy and Workplace
- Practice what you have been preached: application as a key concept

Creating distance

- Mid-career people start from the idea that they know already
- So: unfreeze pre-conceived ideas
- ‘Look to your world like you are seeing it for the first time’
- Lay the foundations for self-improvement.

Internationalization

- Parochial character of P.A.
- Change during the last two or three decades
- Student mobility
- Changing orientation of Faculty
- Joint European Modules
- Improving international organizations and journals

Accreditation

- European Association for Public Administration Accreditation
- P.A. programs no longer a national affair only
- Accreditation of bachelors, masters and mid-career programs
- Self evaluation and site visit
- Peer review.