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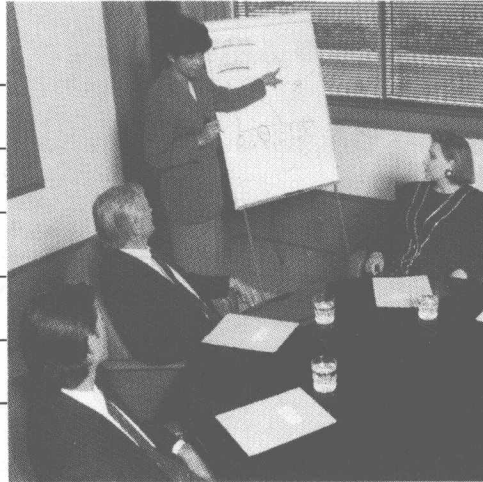


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Fifth Edition



Editor

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Dr. Howard R. Balanoff is a professor of public administration and political science at Southwest Texas State University (SWT). He is also the Director of the University's Public Service Academy and the Director of the State of Texas Certified Public Manager (CPM) Program.

He has taught at SWT for more than 21 years and has also served as an adjunct professor of educational administration and public affairs at the University of Texas at Austin. Dr. Balanoff received a bachelor of arts in political science and history from Hunter College of the City University of New York, and a master's degree and doctorate in urban and regional planning from Texas A&M University. Author of numerous articles in the area of public administration and planning and editor of the textbook, *Public Administration*, he is also a former member of the National Council of the American Society for Public Administration (ASPA) and the former Chairman of ASPA's International Affairs Committee. Dr. Balanoff's specialty areas are professional development and education in the public sector and international and comparative public administration. He is currently conducting public management education programs in Texas and also with public administrators and university educators in the countries of Mexico, Argentina, Paraguay, Russia, and the Baltic Republics of Estonia, Latvia, and Lithuania.

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Fifth Edition

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Members of the Advisory Board are instrumental in the final selection of articles for each edition of ANNUAL EDITIONS. Their review of articles for content, level, currentness, and appropriateness provides critical direction to the editor and staff. We think that you will find their careful consideration well reflected in this volume.

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To the Reader

In publishing ANNUAL EDITIONS we recognize the enormous role played by the magazines, newspapers, and journals of the *public press* in providing current, first-rate educational information in a broad spectrum of interest areas. Many of these articles are appropriate for students, researchers, and professionals seeking accurate, current material to help bridge the gap between principles and theories and the real world. These articles, however, become more useful for study when those of lasting value are carefully *collected, organized, indexed, and reproduced* in a *low-cost format*, which provides easy and permanent access when the material is needed. That is the role played by ANNUAL EDITIONS. Under the direction of each volume's *academic editor*, who is an expert in the subject area, and with the guidance of an *Advisory Board*, each year we seek to provide in each ANNUAL EDITION a current, well-balanced, carefully selected collection of the best of the public press for your study and enjoyment. We think that you will find this volume useful, and we hope that you will take a moment to let us know what you think.

Public administration continues to be an exciting and dynamic field. It offers a variety of stimulating challenges to young professionals both in the United States and abroad. With the emphasis on reinventing and reengineering government, the job of the public administrator is now borrowing from, and relating strongly to, the private and nonprofit sectors. With the collapse of communism in Europe and Russia, public/private and public/nonprofit (NGO) partnerships are now flourishing around the world.

What the public sector shares with the private sector is a focus on the need for efficiency and productivity. What cannot be shared is the unique concept of public service. For example, public administrators function in an open environment that is subject to political and public scrutiny. This can be both frustrating and rewarding for those persons who are entering the profession for the first time.

The fifth edition of this book continues the editor's effort to provide the reader with an understanding of the depth and complexity of the field of public administration.

With a view to the future, *Annual Editions: Public Administration 1998/99* includes new articles in all of the sections and an entirely new set of articles in the section on information systems technologies.

With a look at the past and the present, a new section, entitled "Introduction to Public Administration," has been added. It is hoped that this new section will provide some understanding of the state of the discipline and answer some of the big questions about public administration.

It should be noted that the complexity of public administration is barely touched. The 7 units and 39 articles in this edition have been selected to provide an insight into a very sophisticated and challenging subject.

Each unit begins with an overview that provides an introduction to the articles that follow. The units and subunits in this book reflect many of the traditional subject areas of public administration, such as human resources, public finance, public management

practices, policy analysis, and community and regional planning. In addition, special emphasis has been placed on the areas of comparative public administration, ethics, and information systems technologies. In an effort to provide some linkages to the past, a few classic articles have been selected and incorporated into this fifth edition.

Articles have been selected from a variety of leading public administration journals such as *Public Administration Review*, *Journal of the American Planning Association*, *Governing*, *Public Management*, *Planning*, and *Public Personnel Administration*.

I would like to express my appreciation to those who have helped me prepare this book for publication. I would like to thank the members of the Advisory Board for their assistance. In addition, I would like to express my appreciation to colleagues, staff, students, and former students at both Southwest Texas State University and the University of Texas at Austin for their friendship and support.

I would also especially like to recognize the following colleagues for their help and encouragement: Cynthia Opheim, Pat Shields, John Powell, Gerald Hill, Pat Cassidy, Steve Springer, and Jim Yates. Special thanks go to my wife Marilyn and to my daughters Amy and Emily for assisting me and providing me with continuous moral support and encouragement. Thanks also go to Tobie and H. B.

This is the fifth edition of *Annual Editions: Public Administration*, and we would like to know what you think of it. Please take a few minutes to complete and return the article rating form at the back of the volume. Anything can be improved, and we need your help in order to publish future volumes of the highest quality.



Howard R. Balanoff
Editor

UNIT 1



Introduction to Public Administration

The four articles in this section provide an introduction to the field of public administration.

UNIT 2



Government and Organizational Behavior

In this unit, seven selections provide the reader with an understanding of governmental and organizational behavior as reflected in the subtopics of human resources administration and ethics.

To the Reader
Selected World Wide Web Sites
Topic Guide

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Overview

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1. **The Big Questions of Public Management**, Robert D. Behn, *Public Administration Review*, July/August 1995. Robert Behn helps public administrators to define their profession by focusing on the big questions of how to get results, motivate people to work, and *measure the results* of their efforts. 8
2. **The Difference between Neutral and Mindless**, Gerald E. Caiden, *PA Times*, January 1997. This article explores *the concept of neutrality* and how it impacts public administrators. For public administrators there should be clear guidelines as to what should be considered ethical, partisan, political, or, indeed, permissible. 20
3. **Citizen Focus: Accountability in Government**, Barbara Jordan and Fred Barnes, from *Managing for Results: Advancing the Art of Performance Measurement*, November 1-3, 1995. Barbara Jordan and Fred Barnes discuss accountability in government. They express their views on the role of government, the value of *performance measurement* and the responsibilities of public administrators to the general public. 22
4. **Pragmatism: Exploring Public Administration's Policy Imprint**, Patricia M. Shields, *Administration & Society*, November 1996. Because public administration is a combination of theory and practice, this article examines *pragmatism*, which is identified as an organizing principle that explains public administration. 27

Overview

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A. HUMAN RESOURCES ADMINISTRATION

5. **The Peter Principle**, Laurence J. Peter and Raymond Hull, from *Classics of Public Administration*, The Dorsey Press, 1987. *Occupational incompetence* is everywhere. In this classic article, the author states that the causes of incompetence are a result of the ways in which employees are promoted upward through the organization. 38

6. **Testing for Drugs: Bathrooms or Barbershops?** Jerry G. Stevenson and Roger Williamson, *Public Personnel Management*, Winter 1995. 40
According to the authors, *drug testing* is being used in an attempt to create a drug-free environment. Jerry Stevenson and Roger Williamson explore the chemical analysis of hair samples as an alternative to the more common method of urinalysis.
 7. **Preventing Sexual Harassment: A Fact Sheet for Employees**, David Kadue, *Bureau of National Affairs*, 1994. 45
David Kadue explains what *sexual harassment* is and is not under federal law, the kinds of behavior that may be interpreted as sexual harassment in the workplace, how a workplace environment can become "sexually hostile," how to avoid sexual harassment of co-workers, how to deal with sexual harassment if it arises, and what to do if you become involved in a sexual-harassment investigation.
 8. **Performance Appraisal Is Dead. Long Live Performance Management!** Monci J. Williams, *Management Update*, February 1997. 52
This article discusses the inadequacy of the traditional performance appraisal and heralds the arrival of *performance management* as a more effective tool for managing human resources.
 9. **Texas City Managers and Public Officials Work toward National Public Manager Certification**, Howard R. Balanoff, *Texas Town & City*, Volume 84, Number 3, 1997. 56
The Certified Public Manager (CPM) Program is providing valuable *professional development and public sector education* experiences in about 20 states across the country. Howard Balanoff looks at how CPM programs are educating public managers in Texas.
- B. ETHICS AND VALUES**
10. **The Sources of Ethical Decision Making for Individuals in the Public Sector**, Montgomery Van Wart, *Public Administration Review*, November/December 1996. 59
This essay explores the *ethics code* of the American Society for Public Administration (ASPA). It discusses both individual and organizational responsibilities within the public sector.
 11. **The Six Pillars of Character**, Michael Josephson, from *Making Ethical Decisions: What Are You Going to Do?* Josephson Institute of Ethics, 1995. 68
Trustworthiness, respect, responsibility, fairness, caring, and citizenship are the *ethical core values* that provide objective criteria for guiding our choices. The standards of conduct that arise out of these values are the essence of ethical decision making.

UNIT 3



Public Management Practices and Information Systems Technologies

Seven articles in this unit will provide the reader with an understanding of public management practices and information systems technologies.

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A. PUBLIC MANAGEMENT PRACTICES

12. **The Giving of Orders**, Mary Parker Follett, from *Classics of Public Administration*, The Dorsey Press, 1987. 74
Theories of total quality management (TQM), reinventing and reengineering government, all have their roots in this seminal article by Mary Parker Follett. Modern concepts such as *situational management* and *empowerment of employees* are clearly identified and discussed in this excerpted 1926 article.
13. **Initiation of Strategic Planning by Governments**, John M. Bryson and William D. Roering, *Public Administration Review*, November/December 1988. 80
Strategic planning is defined by the authors as a disciplined effort to produce fundamental decisions and actions that define what an organization (or other entity) is and what it does. This article reviews the efforts of eight governmental units to initiate *strategic planning* and analyzes what elements are required for its successful implementation.
14. **Is TQM Ready for the Public Sector?** Arie Halachmi, *Public Productivity through Quality and Strategic Management*, IOS Press, 1995. 90
Does *Total Quality Management (TQM)* have the potential to improve productivity in the public sector? This article explores the positive and negative aspects of TQM as it relates to governmental organizations.

B. GOVERNMENT INFORMATION SYSTEMS TECHNOLOGIES

15. **Desktop Technology in Government**, *Governing*, October 1996. 98
Critical decision making requires computers that can easily manage information in a flexible but secure fashion. This report profiles some practical examples of how state and local governments are using *computer applications* as powerful tools for the public sector.
16. **Specialists Are Building Walls to Beat the Hackers**, Steve Lohr, *Austin American-Statesman*, March 24, 1997. 103
Computer security is a risk of our modern technological era. Steve Lohr suggests some ways in which your computer system can be protected from "hacker" attacks.
17. **The Year 2000: The End of the World or the Start of a New Century?** Wyatt L. Davis and Richard B. Price, *Texas Town & City*, Volume 84, Number 3, 1997. 105
Are federal, state, and local governments aware of the problems for computers that are associated with the coming of the year 2000? The potential impact and *computer disruption* depends on the accurate assessment of the computer environment of the organization.

UNIT 4



Public Finance, Budgeting, and Productivity Improvement

The nine articles in this unit will provide the reader with an understanding of issues related to the area of public finance and budgeting. Productivity articles deal with efficiency and effectiveness and provide concrete examples of award-winning governmental programs in operation.

18. **Catch Deadbeats on the Web**, Justine Kavanaugh, *Government Technology*, March 1997. 108
Connecticut's new Web site provides a way of tracking down *parents who are delinquent in child support payments*. Their names and faces are posted on the Internet's "most wanted" posters.

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A. PUBLIC FINANCE AND BUDGETING

19. **Congressional Budget Reform: The Unanticipated Implications for Federal Policy Making**, Philip G. Joyce, *Public Administration Review*, July/August 1996. 112
Philip Joyce explores the long-term impact of the 1974 Congressional Budget and Impoundment Act. The changes to the *congressional budget reform process* brought about by this legislation have fundamentally changed federal budget policy making in the United States.
20. **A Guide to Leasing in the Public Sector**, Frieda K. Wallison, *Governing*, September 1996. 120
Governments are into *leasing* in a big way, to the tune of billions of dollars every year. This article provides a guide to the benefits and limitations of this very popular financial technique.
21. **Get That Grant: How to Write a Winning Proposal**, Thomas Couch, *Planning*, December 1996. 124
Thomas Couch explores some of the methods and techniques used in *successful grant writing*. Many of the tips are geared primarily to federal grants; they are, however, equally useful for funding by foundations.

B. PRODUCTIVITY IMPROVEMENT

22. **Innovations in American Government**, *Governing*, January 1997. 127
This article features the seven programs that won awards as outstanding examples of the most innovative governmental programs. Examples of these award-winners include developing an unorthodox health care plan for Oregon and a *computer application* for New York City that is partially responsible for the city's decreasing crime rates.
23. **Parkinson's Law or the Rising Pyramid**, C. Northcote Parkinson, from *Classics of Public Administration*, The Dorsey Press, 1987. 131
This classic essay on *productivity* examines the relationships between work, time, and the number of persons assigned to do a task. The author states that the number of people and the quantity of the work are not related to each other, and the rise in the total of those employed is governed by *Parkinson's Law*.

UNIT 5



Public Policy and Planning

In this unit, five articles focus on public policy issues and community and regional planning concerns.

24. **Performance Management: So What?** Raymond T. Olsen and Jeffrey Epstein, *PA Times*, January 1997 Supplement. This special supplement to the *PA Times* looks at *performance management* strategies as reflected in case studies and provides input about the use and impact of these strategies on the public sector. 134
25. **A Technique to Capitalize on Human Intelligence in Organizations: Brain Skill Management**, Weston H. Agor, *Review of Public Personnel Administration*, Summer 1996. What we know about using brain skills in *organizational decision making* is summarized in this report. It describes a process called brain skill management (left brain and right brain) that allows managers to improve organizational decision making by using the brain's different hemispheres. 142
26. **Benchmarking to Become Best in Class: Guiding Principles in Gresham, Oregon**, Anthony H. Rainey, *Government Finance Review*, February 1997. The issue of accountability is tied to the concept of *benchmarking*. The author discusses benchmarks as an attempt to align goals with the external environment, employees with key objectives, and measurement activities with organizational goals. 147
27. **Broken Windows and Production Targets**, Robert D. Behn, *Governing*, March 1997. Robert Behn discusses *performance measures* and how they are used in the public sector. It points out that public managers need to establish outcome measures of performance that are linked to the ultimate outcomes that everyone desires. 152

Overview

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A. PUBLIC POLICY ISSUES

28. **The New Politics of Housing: How to Rebuild the Constituency for a Progressive Federal Housing Policy**, Peter Dreier, *Journal of the American Planning Association (JAPA)*, Winter 1997. Peter Dreier looks beyond the immediate future and discusses the need for a *federal housing policy* that will be relevant in the twenty-first century. Dreier also address current problems such as declining home ownership, widening segregation, and the inequities of federal housing subsidies. 156
29. **When Work Doesn't Work: Employment Programs for Welfare Recipients**, Gary Burtless, *The Brookings Review*, Spring 1992. The author discusses the goal of cutting *welfare costs* through job training and placement programs. He concludes that work programs by themselves cannot be expected to boost the well-being of poor families and reduce public spending for the poor. 178

UNIT 6



Intergovernmental Relations and Public Law

The four articles in this unit discuss the changing status of intergovernmental relationships and also review related issues in public law.

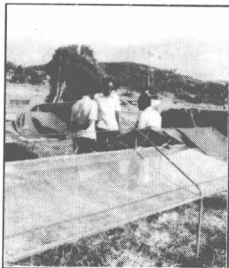
B. COMMUNITY AND REGIONAL PLANNING

30. **Defensible Space: A New Physical Planning Tool for Urban Revitalization**, Oscar Newman, *Journal of the American Planning Association (JAPA)*, Spring 1995. 182
Oscar Newman, known internationally for his work in community planning and *crime prevention*, advocates a planning strategy known as "*defensible space*." Using this approach, communities can redesign their neighborhoods to provide them with a better quality of life.
31. **Taking the Bite out of Big Projects**, Marya Morris, *Planning*, February 1997. 187
Large-scale development projects have land use and *environmental implications* that go beyond city and county borders. This article discusses how state and regional agencies are developing regulations that govern major developments with regional impacts.
32. **Wild Western Sprawl**, Timothy Egan, *Austin American-Statesman*, January 12, 1997. 192
The West has undergone explosive population growth since World War II. This essay discusses the related problems of population growth and *urban sprawl* and its impact on the environment in the western United States.

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33. **Everybody's Taking the Fifth**, John Tibbetts, *Planning*, January 1995. 198
John Tibbetts reports that *property rights* advocates are using every available means to promote their goal of "no taking without compensation." They are using the courts, the state legislatures, and ballot initiatives to push their message. The impact on regulation of property by federal, state, and local governments has been significant. Tibbetts suggests some ways governments can cope with the movement.
34. **Intergovernmental Relations and Federalism in Environmental Management and Policy: The Role of the Courts**, Charles Wise and Rosemary O'Leary, *Public Administration Review*, March/April 1997. 202
This article explores the appropriate amount of responsibility to give to state and local governments in the area of *environmental regulation*. The authors try to determine the role of the federal courts in making these intergovernmental determinations.
35. **A Spotlight on Electric Deregulation**, Pamela S. Easter, *Public Management*, February 1997. 212
Deregulation of private and public monopolies has occurred with rapid speed over the last few years. Pamela Easter discusses how *electric utility deregulation* is proceeding and identifies the impact of such deregulation on local governments.

UNIT 7



International and Comparative Public Administration

This unit's three articles provide insight into international and comparative public administration. In order to better understand public administration in the United States, it is necessary to look abroad.

36. **Liability Insurance: Are You Covered?** John H. Kazanjian and A. Thomas Southwick, *PA Times*, February 1997. 216
Recent court decisions have substantially increased local government exposure to potential *legal liability*. This article discusses how this recent legislation has impacted not only governments but also the companies that provide them with liability insurance.

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37. **Why Toronto Works**, Alfred Holden, *Planning*, March 1995. 220

Alfred Holden describes Toronto as "a North American urban anomaly"—a city that works. In Holden's opinion, the keys to success include preserving a large *downtown housing population*, strong *citizen participation*, and neighborhood organizational structure. A major question for the future is how to keep the middle class in the urban core.

38. **Strategic Management of Privatization: A Framework for Planning and Implementation**, Dennis A. Rondinelli and Max Iacono, *Public Administration and Development*, August 1996. 224

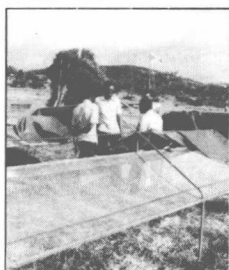
Privatization has become an integral part of administrative reform in many countries around the world. This article provides a framework for understanding this technique. It also discusses different methods of privatization and the advantages and disadvantages associated with the implementation of this initiative.

39. **Greenspace: Comparative Perspectives on Regional Sustainability**, Jordan Rosenfeld, *Public Management*, January 1997. 234

Worldwide, there is a growing interest in the livability and sustainability of the environment. Jordan Rosenfeld provides comparative information from Great Britain, the Netherlands, and the United States on comprehensive planning for managing *regional developments* in the three countries.

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(Some Web sites are continually changing their structure and content, so the information listed may not always be available.)

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Rhode Island State Government—<http://www.state.ri.us>
South Carolina State Government—<http://www.state.sc.us>
South Dakota State Government—<http://www.state.sd.us>
Tennessee State Government—<http://www.state.tn.us>
Texas State Government—<http://www.state.tx.us>
Utah State Government—<http://www.state.ut.us>
Vermont State Government—<http://www.state.vt.us>
Virginia State Government—<http://www.state.va.us>
Washington State Government—<http://www.wa.gov>
West Virginia State Government—<http://www.state.wv.us>
Wisconsin State Government—<http://www.state.wi.us>
Wyoming State Government—<http://www.state.wy.us>

GOVERNMENT ORGANIZATIONS

American Probation and Parole Association—<http://www.csg.org/appa/appa.html>
American Public Transit Association—<http://www.apta.com>
American Public Welfare Association—<http://www.apwa.org>
American Public Works Association—<http://www.FileShop.COM/apwa>
Council of State Governments—<http://www.csg.org>
Council on Licensure, Enforcement, and Regulation—<http://www.csg.org/clear.html>
Federation of Tax Administrators—<http://sso.org/fta/fta.html>
Government Finance Officers Association—<http://www.financenet.gov/gfoa.htm>
International City/Council Management Association—<http://www.icma.org>
Metropolitan Council of Governments—<http://www.cais.net/mwcog>
National Association of Counties—<http://www.naco.org>
National Association of Regional Councils—<http://narc.org/narc/index.html>
National Association of State Auditors, Comptrollers, and Treasurers—<http://pula.financenet.gov/80/nasact.htm>

National Association of State Budget Officers—<http://www.nasbo.org>

National Association of State Facilities Administrators—<http://www.csg.org/nasfa.html>

National Association of State Information Resource Executives—<http://www.state.ky.us/nasire/NASIREmain.html>

National Association of State Telecommunications Directors—<http://csgcomm.csg.org/nastd>

National Association of Telecommunications Officers and Advisors—<http://www.natoa.org>

National Association of Towns and Townships—<http://www.natat.org>

National Center for State Courts—<http://www.ncsc.dni.us>

National Civic League—<http://www.csn.net/ncl>

National Conference of State Legislatures—<http://www.ncsl.org>

National Council for Urban Economic Development—<http://www.cued.org/index.html>

National Emergency Management Association—<http://www.csg.org.nemaweb>

National Governors' Association—<http://www.nga.org>

National League of Cities—<http://www.nic.org>

Public Technology Inc.—<http://pti.nw.dc.us>

U.S. Conference of Mayors—<http://www.btg.com/uscm>

Western Governors' Association—<http://www.westgov.org>

STATE MUNICIPAL LEAGUES

Arkansas Municipal League—<http://www.aiea.uair.edu/dina/mleague>

Association of Washington Cities—<http://www.mrsc.org/AWCFILES.awc.htm>

Colorado Municipal League—<http://www.capcon.com/cml>

Florida League of Cities—<http://fcn.state.fl.us/flc>

League of Kansas Municipalities—<http://www.ink.org/public/kmin>

League of Minnesota Cities—<http://www.lmnc.org>

Maryland Municipal League—<http://www.mdmunicipal.org>

New Jersey State League of Municipalities—<http://www.njslom.com>

North Carolina League of Municipalities—<http://ncinfo.iog.unc.edu/NCLM>

Pennsylvania League of Cities and Municipalities—<http://pages.prodigy.com/plcm>

West Virginia Municipal League—<http://www.newwave.net/wvml>

OTHER INTERNET SITES OF INTEREST

Emergency Management

HazardNet—<http://hoshi.cic.sfu.ca/hazard/>—Timely and accurate information are available to emergency management personnel. Through Hazard Net, users have access to hazard warnings, impact data on all types of natural disasters, FEMA reports, and connections to emergency response and support organizations.

Employment Opportunities

USA Jobs—<http://www.usajobs.opm.gov>—USA Jobs site provides data on jobs in the federal government. A search by geographic areas, specialized categories (such as entry-level professionals, senior executives, or summer workers) is possible. Online job applications are available.

Federal Government

Fedworld Information Network—<http://www.fedworld.gov>—Fedworld allows site users to transfer files using FTP from a library of government documents, search any of a number of U.S. government servers, download recent reports, or look for a federal job.

News Service

American News Service—<http://americannews.com>—The American News Service (ANS), is a nonprofit news service that reports on innovations in public problem solving. As long as proper organization and reporter credits are provided, stories can be reprinted free of charge.

Performance Measurement

Performance Measurement Page (City of Grand Prairie)—<http://www.ccinet.ab.ca/city-of-gp/perform.htm>—This Grand Prairie, Alberta, Canada, Web site provides definitions and principles of performance measurement. It is a good information source for performance measurement, and it provides a biography of printed sources and other performance-measurement related site links.

We highly recommend that you review our Web site for expanded information and our other product lines. We are continually updating and adding links to our Web site in order to offer you the most usable and useful information that will support and expand the value of your *Annual Edition*. You can reach us at <http://www.dushkin.com/annualeditions>.

Topic Guide

This topic guide suggests how the selections in this book relate to topics of traditional concern to public administration students and professionals. It is very useful in locating articles that relate to each other for reading and research. The guide is arranged alphabetically according to topic. Articles may, of course, treat topics that do not appear in the topic guide. In turn, entries in the topic guide do not necessarily constitute a comprehensive listing of all the contents of each selection.

TOPIC AREA	TREATED IN	TOPIC AREA	TREATED IN
Accountability	3. Citizen Focus 24. Performance Management 26. Benchmarking to Become Best in Class 27. Broken Windows and Production Targets	Drug and Alcohol Treatment	6. Testing for Drugs
Benchmarking	14. Is TQM Ready for the Public Sector? 24. Performance Management 26. Benchmarking to Become Best in Class	Drug Testing	6. Testing for Drugs
Brain Skills	25. Brain Skill Management	Empowerment	12. Giving of Orders
Budget Process and Reform	19. Congressional Budget Reform	Environmental Policy and Planning	31. Taking the Bite Out of Big Projects 32. Wild Western Sprawl 34. Intergovernmental Relations 39. Greenspace
Citizen Participation	37. Why Toronto Works	Environmental Regulation	31. Taking a Bite Out of Big Projects 33. Everybody's Taking the Fifth 34. Intergovernmental Relations
Computer Applications	15. Desktop Technology in Government 22. Innovations in American Government	Ethical Awareness	2. Difference between Neutral and Mindless 10. Sources of Ethical Decision Making 11. Six Pillars of Character
Computer Disruption	17. Year 2000	Ethical Core Values	11. Six Pillars of Character
Computer Security	16. Specialists Are Building Walls 17. Year 2000	Ethical Principles	11. Six Pillars of Character
Congressional Budget Process	19. Congressional Budget Reform	Ethics Codes	10. Source of Ethical Decision Making
Certified Public Management (CPM) Program	9. Texas City Managers and Public Officials	Grants	21. Get That Grant
Crime Prevention	30. Defensible Space	Home Pages	18. Catch Deadbeats on the Web
Defensible Space	30. Defensible Space	Housing Policy	28. New Politics of Housing 30. Defensible Space 37. Why Toronto Works
Delinquent Parents	18. Catch Deadbeats on the Web	Innovative Government Programs	22. Innovations in American Government
Deregulation	35. Spotlight on Electric Deregulation	Intergovernmental Relations	34. Intergovernmental Relations 35. Spotlight on Electric Deregulation
		Internet Sites	18. Catch Deadbeats on the Web

TOPIC AREA	TREATED IN	TOPIC AREA	TREATED IN
Job Training	29. When Work Doesn't Work	Productivity	23. Parkinson's Law
Leasing	20. Guide to Leasing	Professional Development	9. Texas City Managers and Public Officials
Left Brain, Right Brain	25. Brain Skill Management	Property Rights	33. Everybody's Taking the Fifth
Legal Liability	36. Liability Insurance	Public Administration's Big Questions	1. Big Questions of Public Management 2. Difference between Neutral and Mindless 3. Citizen Focus
Liability Insurance	36. Liability Insurance	Public Sector Education	9. Texas City Managers and Public Officials
Measuring Results	1. Big Questions of Public Management 2. Difference between Neutral and Mindless 24. Performance Management 27. Broken Windows	Regional Development	39. Greenspace
Neutrality	2. Difference between Neutral and Mindless	Sexual Harassment	7. Preventing Sexual Harassment
Occupational Incompetence	5. Peter Principle	Situational Management	12. Giving of Orders
Organizational Culture	2. Difference between Neutral and Mindless 12. Giving of Orders 13. Initiation of Strategic Planning	Strategic Planning	13. Initiation of Strategic Planning 14. Is TQM Ready for the Public Sector? 38. Strategic Management of Privatization
Outcome Measures	27. Broken Windows	Sustainability	39. Greenspace
Parkinson's Law	23. Parkinson's Law	Total Quality Management	14. Is TQM Ready for Private Sector?
Performance Appraisal	8. Performance Appraisal Is Dead	Urban Sprawl	32. Wild Western Sprawl 39. Greenspace
Performance Measurement	24. Performance Management 26. Benchmarking to Become Best in Class 27. Broken Windows	Water Planning	39. Greenspace
Peter Principle	5. Peter Principle	Web Sites	18. Catch Deadbeats on the Web
Pragmatism	4. Pragmatism	Welfare Reform	18. Catch Deadbeats on the Web 29. When Work Doesn't Work
Privatization	38. Strategic Management	Year 2000	17. Year 2000