

1. Record Nr.	UNINA9910508447403321
Autore	Shearer Christine
Titolo	Constructing the Craft of Public Administration : Perspectives from Australia
Pubbl/distr/stampa	Cham : , : Springer International Publishing AG, , 2022 ©2022
ISBN	9783030818968 9783030818951
Descrizione fisica	1 online resource (328 pages)
Disciplina	351.41
Soggetti	Electronic books.
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Nota di contenuto	<p>Intro -- Foreword -- Reference -- Acknowledgements -- Contents -- Abbreviations -- List of Figures -- List of Tables -- Part I: Introduction -- Chapter 1: Public Administration and the Reform -Agenda -- 1.1 Why Does Public Administration Matter? -- 1.2 The Influence of Economic Rationalism -- 1.3 Methodology -- 1.3.1 Use of Qualitative Interviews -- 1.3.2 Research Questions -- 1.3.3 Research Design Framework -- 1.3.4 Selecting Participants -- 1.3.5 Gaining Access and Rapport Building -- 1.3.6 Data Collection and Analysis -- 1.4 Departmental Secretary Demographics -- 1.5 Outline of Book -- References -- Chapter 2: Contemporary Management Ideas and Public Sector Reforms Across Westminster Polities -- 2.1 United Kingdom (UK) -- 2.1.1 Policies, Processes and Practices of Public Sector Reform -- 2.1.2 Outcomes of Public Sector Reform -- 2.1.3 Implications for the Craft of Public Administration -- 2.2 Canada -- 2.2.1 Policies, Processes and Practices of Public Sector Reform -- 2.2.2 Outcomes of Public Sector Reform -- 2.2.3 Implications for the Craft of Public Administration -- 2.3 New Zealand (NZ) -- 2.3.1 Policies, Processes and Practices of Public Sector Reform -- 2.3.2 Outcomes of Public Sector Reform -- 2.3.3 Implications for the Craft of Public Administration -- 2.4 Australia -- 2.4.1 Policies, Processes and Practices of Public Sector Reform -- 2.4.2 Outcomes of Public Sector Reform -- 2.4.3 Implications for the Craft of Public</p>

Administration -- References -- Part II: The Macro Level: Policy Contexts and Environments -- Chapter 3: The Environments in Which Departmental Secretaries Construct the Craft of Public Administration -- 3.1 Introduction -- 3.2 The Constitutional, Legislative and Regulatory Environment -- 3.3 The Financial Environment -- 3.4 The Media Environment -- 3.5 The Political Environment -- References. Chapter 4: The Impact of Contemporary Management Ideas: Their Influence on Public Administration -- 4.1 Introduction -- 4.2 Contemporary Management Ideas -- 4.2.1 Fads and Fashions -- 4.2.2 Exposure to Local and Globalising Webs -- 4.3 Legitimacy and Acceptance of Contemporary Management Ideas -- 4.3.1 Role of Government and the Four Central Agencies -- 4.3.2 Role of the Public Sector Workforce -- 4.4 Adoption of Contemporary Management Ideas -- 4.4.1 Tailoring, Translation and Transformation -- 4.4.2 Equilibrium and Incremental Change -- 4.5 Comparative Perspective -- 4.5.1 Introduction -- 4.5.2 Role of Imitation/Copying and Diffusion of Contemporary Management Ideas -- 4.5.3 The Translation and Transformation of Contemporary Management Ideas as They Travel -- 4.5.4 Implications of Translation for the Craft of Public Administration -- References -- Part III: Exploring the Everyday Work Life of the Most Senior Public Servants -- Chapter 5: Departmental Secretaries: The Public Actors Who Construct the Craft of Public Administration -- 5.1 Introduction -- 5.2 Recruitment of Departmental Secretaries: Public Service Archetypes -- 5.3 Appointment by Ministers -- 5.4 Technical-Professional Knowledge: Professionalisation -- 5.4.1 Technical Expertise and Professional Knowledge -- 5.4.2 Experience Gained from Practice: Learning on the Job -- 5.5 Departmental Secretaries and Cultural Tribalism -- 5.6 Public Service Ethos: Ethics -- References -- Chapter 6: Roles, Responsibilities and Boundary Riding -- 6.1 Introduction -- 6.2 Rational-Instrumental Activities -- 6.2.1 Transformational or Transactional Leadership -- 6.2.2 Assurance Via Governance -- 6.2.3 Subordination of Administration -- 6.3 Political-Interpretive Activities -- 6.3.1 Trojan Horse of Stewardship -- 6.3.2 Stakeholder Management: Concurrence or Conflict? -- 6.3.3 Contestability of Policy. 6.4 Constituting the Spectrum -- References -- Part IV: Discussion, Implications and Conclusions -- Chapter 7: Discussion, Conceptual Model, Contributions and Implications -- 7.1 Discussion -- 7.1.1 Public Actors -- 7.1.2 Prescribed Environments -- 7.1.3 Duality of Roles/Responsibilities -- 7.1.4 Disposition to Reforms/Contemporary Management Ideas -- 7.2 Conceptual Model of the Craft of Public Administration -- 7.2.1 Primary Factors -- 7.2.2 Influencing Factors and Mediating Processes -- 7.2.3 Impacts -- 7.2.4 Competing Logics -- 7.3 Contributions to Theory and Practice -- 7.3.1 Contribution to Public Administration Theory -- 7.3.2 Contribution to New Institutional Theory -- 7.3.3 Implications for Practice: Reform -- 7.3.4 Implications for Practice: Contemporary Management Ideas -- References -- Chapter 8: Conclusions -- References -- Index.
