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CROSSING BOUNDARIES FOR INTERGOVERNMENTAL MANAGEMENT

Robert Agranoff

Today, the work of government often involves coordination at the federal, state, and local levels as well as with contractors and citizens’ groups. This process of governance across levels of government, jurisdictions, and types of actors is called intergovernmental relations, and intergovernmental management (IGM) is the way work is administered in this increasingly complex system. Leading authority Robert Agranoff reintroduces intergovernmental management for twenty-first-century governance to a new generation of scholars, students, and practitioners.

Agranoff examines IGM in the United States from four thematic perspectives: law and politics, jurisdictional interdependency, multisector partners, and networks and networking. Common wisdom holds that government has “hollowed out” despite this present era of contracting and networked governance, but he argues that effective intergovernmental management has never been more necessary or important. He concludes by offering six next steps for intergovernmental management.

“Crossing Boundaries for Intergovernmental Management takes one on a journey into the matrix of federalism to examine the evolution of management in intergovernmental relations. Agranoff synthesizes a large body of theory and research to illuminate the increasing reliance on the cross-sectoral delivery of publicly funded services. The book also offers practical guidance on public-private collaboration that will be valuable for on-the-job public servants as well as scholars and students. The volume is a worthy successor to the scholarship of Elazar and Wright.”

—Dale Krane, Professor Emeritus, School of Public Administration, University of Nebraska, Omaha

“In Crossing Boundaries for Intergovernmental Management, Robert Agranoff breaks new ground with the concepts of interoperability and government stewardship in networked environments. Remarkable in its synthesis and rich detail, this book is essential reading for public administration, public policy, and nonprofit students and scholars alike.”

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Leisha DeHart-Davis

Co-Winner of the 2018 SPAR Best Book Award of the American Society for Public Administration

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The creation of rules that govern processes or behavior is essential to any organization, but these rules are often maligned for creating inefficiencies. This book provides the first comprehensive portrait of rules in public organizations and seeks to find the balance between rules that create red tape and rules that help public organizations function effectively, what the author calls “green tape.”

Drawing on a decade of original research and interdisciplinary scholarship, Leisha DeHart-Davis builds a framework of three perspectives on rules: the organizational perspective, which sees rules as a tool for achieving managerial goals and organizational functions; the individual perspective, which examines how rule design and implementation affect employees; and the behavioral perspective, which explores human responses to the intersection of the first two perspectives. The book then considers the effectiveness of rules, applying these perspectives to a case study of employee grievance policies in North Carolina local government. Finally, the book concludes by outlining five attributes of effective rules—green tape—to guide future rule creation in public organizations. It applies green tape principles to the Five-Second Rule, a crowd control policy Missouri police implemented in the wake of protests following the Michael Brown shooting. Government managers and scholars of public administration will benefit from DeHart-Davis’s investigation and guidance.

“DeHart-Davis argues that bureaucratic rules are not just red tape to strip away but a defining feature of modern organizations. A fresh, thorough discussion that touches headline issues and offers sane advice. A timely reminder that bureaucracy is a game with rules, so we should pay attention to how they work.”

—Camilla Stivers, author of Governance in Dark Times: Practical Philosophy for Public Service, Cleveland State University

“Far too often, public administration scholars focus on the negative aspects of organizational rules. This book takes a refreshingly new look at rules and the manner in which they reflect contemporary issues in public administration. It is grounded in theory and provides invaluable knowledge and insights to students, researchers, and practitioners of public administration globally. This book is a must read.”

—Norma Riccucci, Board of Governors Distinguished Professor, Rutgers University

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**COMPARATIVE PUBLIC MANAGEMENT**

Why National, Environmental, and Organizational Context Matters

Kenneth J. Meier, Amanda Rutherford, and Claudia N. Avellaneda, Editors

While the field of public management has become increasingly international, research and policy recommendations that work for one country often do not work for another. Why, for example, is managerial networking important in the United States, moderately effective in the United Kingdom, and of little consequence in the Netherlands? *Comparative Public Management* argues that scholars must find a better way to account for political, environmental, and organizational contexts to build a more general model of public management. The volume editors propose a framework in which context influences the types of managerial actions that can be used effectively in public organizations. After introducing the innovative framework, the book offers seven empirical chapters—cases from seven countries and a range of policy areas (health, education, taxation, and local governance)—that show how management affects performance in different contexts. Following these empirical tests, the book examines themes that emerge across cases and seeks to set an agenda for future research. Intended for students and scholars of public administration and public policy, this book will be the first to provide a comprehensive comparative assessment of management’s impact on organizational performance.

“The book contributes significantly to the public management literature by addressing a very important question: How does context matter for the management-performance relationship? Drawing on empirical studies from four different continents, it asks whether management affects performance in different countries. It also provides a very promising theoretical framework for future studies of the context-dependent association between management and performance.”

—Lotte B. Andersen, Aarhus University

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Field research—the collection of information outside a lab or workplace setting—requires skills and knowledge not typically taught in the classroom. Fieldwork demands exploratory inquisitiveness, empathy to encourage interviewees to trust the researcher, and sufficient aptitude to work professionally and return home safely. The Field Researcher’s Handbook provides a practical guide to planning and executing fieldwork and presenting the results.

Based on his experience conducting field research in more than fifty countries and teaching others a holistic approach to field research, David J. Danelo introduces the skills new researchers will need in the field, including anthropology, travel logistics planning, body language recognition, interview preparation, storytelling, network development, and situational awareness. His time as a combat veteran in the US Marine Corps further enhances his knowledge of how to be observant and operate safely in any environment. Danelo also discusses ethical considerations and how to recognize personal biases. This handbook is intended for researchers in a variety of academic disciplines but also for government, think-tank, and private-sector researchers.

“Google searches about a place are simply not the same as going there, interviewing people, and observing how the society on the ground functions and does not function. I will always trust an experienced field researcher more than any electronic document, and this book is vital for training the next generation of researchers.”

—Robert D. Kaplan, author of The Revenge of Geography

“David Danelo has produced an insightful step-by-step guide to professional fieldwork that artfully underscores the importance of the craft. His message, that going is an essential part of knowing, couldn’t be more timely in a digital age when it’s all too easy to confuse what we see on a screen, secondhand, with the way the world really works.”

—Tracy Dahlby, professor of journalism, University of Texas at Austin, and author of Into the Field: A Foreign Correspondent’s Notebook
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