

## Part IV: Theories and concepts of Public Administration

### Module II-New Trends in Public Administration

#### A) New Public Administration

- New Public Administration is an **anti-positivist, anti-technical, and anti-hierarchical** reaction against traditional public administration.
- Its focus is on the **role of government** and how it can provide these services to citizens who are a part of the public interest, by means of, but not limited to, public policy.
- New Public Administration is a new theoretical stream of public administration that emerged in the **sixties of the twentieth century** in response to the prevailing trend of public administration.
- The delegates to the **Minnowbrook Conference** in the United States, led by eminent scholar and researcher **Dwight Waldo**, came up with a new approach, replacing the traditional managerial approach to public administration.
- **Dwight Waldo** is considered to be the **father of the New Public Administration** for his precise contribution.

#### Background and evolution of New Public Administration

- Honey Report (1967)
- Philadelphia Conference (1967)
- Minnowbrook Conference (1968)

#### ❖ **Honey Report (1967)**

In **1967**, **John C. Honey**, a professor at Syracuse University, presented a comparative report based on the way public administration was taught at various universities in the United States. This report is known as Honey Report.

This report identifies four issues of public administration. They are:

- Lack of funding for high-level research;
- Uncertainty about how the subject should be viewed – science, art, or profession;
- Most universities lack adequate infrastructure in this regard;
- Lack of communication between these two types of people, civil servants, and public administration experts;

### ❖ Philadelphia Conference (1967)

In 1967, the American Academy of Political and Social Sciences organized a conference in Philadelphia. The conference discussed the theoretical and practical aspects of public administration.

The title of the topic of the Philadelphia conference was 'The Theory and Practice of Public Administration: Scope, Objectives, and Methods' and James C Charlesworth chaired this conference.

The following points were discussed in the conference. They are:

- The scope of public administration is just as difficult to describe as it can be determined.
- Public administration agencies misrepresent the conflict of policy and policy administration.
- The American public administration should treat public administration in America as a discipline.
- The bureaucracy must be seen as structurally and effectively.
- Training in public administration and business administration should not be combined.
- The descriptive, as well as analytical theory in public administration is in a state of turmoil.
- Public administration has not been able to address social problems. It did not face emerging problems such as huge military-industrial complexes, riots, labor unions, strikes, etc.

### ❖ Minnowbrook Conference (1968)

Some young theorists then met with their new thoughts in 1968 at the Minnowbrook Conference Center at Syracuse University in the United States under the patronage of Dwight Waldo. This Minnowbrook conference was marked as the beginning of the new public administration discussion.

The main purpose of this conference was to discuss the new theories of public administration and to identify how to give more importance to the 'Public' part of public administration.

### New Public Administration Focuses On Following Points:

- Flexible means less focus on **bureaucratic structure**.
- **It believes in change** means public administration will change when socio-economic aspects of the nation will be changed.
- **It is client-oriented** means public administration is more concerned about services to the people. People are seen as a client.

### Features of New Public Administration

- It is more prescriptive rather than descriptive.
- It is a **value-based concept**. Value is inevitable in public administration.
- It is more oriented towards **changing reality**.
- NPA is more **flexible and dynamic**.
- It is more ready to influence policies that can **improve the quality of working life**, as well as more competent to implement such policies.
- It is also more oriented towards clients. Here clients refer to the citizen.
- It assures the **people participation** in the decision making process of public administration.

## Anti-Goals of the New Public Administration

- Anti Positivist
- Anti Technical
- Anti-hierarchical

### 1. Anti Positivist

It means New Public Administration (NPA) does not accept the definition of public administration as value-free and tries to make public administration more **flexible, dynamic, and properly** involved in public policy.

### 2. Anti Technical

It means NPA rejects the **technical and structural analysis** of public administration and it puts on efforts to implement the human aspect in the study of public administration.

### 3. Anti-hierarchical

NPA is keen to make the **bureaucracy flexible and more functional**. For this reason, they call for the elimination of the strict hierarchical structure of public administration.

## Goals of New Public Administration

- Relevance
- Values
- Change
- Social Equity
- Client Orientation

### **1.Relevance**

Conventional public administration emphasizes organizational **efficiency and cost reduction**. Management, on the other hand, emphasizes on how to enhance the skills of staff.

The new movement of public administration seeks to highlight contemporary issues and discuss how administrative decisions are made in a particular political environment.

### **2. Values**

This new movement of public administration **clearly rejects the value neutrality** in traditional public administration.

In the case of public administration, value neutrality is unrealistic, and it believes that the responsibility of the public administration towards the rustic people of the society must be discussed.

### **3. Social Equity**

One of the goals of public administration is **to establish equality in the society**. They think that an administrator should keep in mind the impact of government work on the people. The new public administration thinks that the main goal of public administration is to alleviate the economic, social, and psychological suffering of the people.

#### **4. Change**

The new public administration thinks that **social integration needs a change**. It is necessary to fight against stagnation and influential forces. The new public administration focuses on how to change the way administrative work is done and how to reduce bureaucratic tendencies in government institutions.

The new public administration wants to break the perpetual institutions that are slowly emerging as centers of power in the society. This new movement of public administration is trying to find out how to fight against institutionalism and bureaucracy in the society.

#### **5. Client Orientation**

Client refers to the citizen. The prime goal of NPA is to provide **satisfactory service to the citizens**.

#### **Important Publications**

<b>Authors</b>	<b>Books</b>	<b>Year of Publication</b>
Dwight Waldo	“Public Administration in a Time of Revolutions”	1968

Frank Marini	“Towards a New Public Administration: The Minnowbrook Perspective”	1971
Dwight Waldo	“Public Administration in a Time of Turbulence”	1971
George Frederickson	“New Public Administration”	1980



