



PAD 630 Milestone One Guidelines and Rubric

Understanding the organizational, legal, and cultural differences between managing in the public sector versus the private sector is vital to organizational success. Public managers face unique challenges (both ideological and practical), which is why an understanding of the dynamic interaction of theory and practice is important. In addition, public managers need to understand the enduring issues and evolving tools required in public service.

For this milestone, first select an organizational, a legal, or a cultural challenge facing public administrators that is also of interest to you. You may select one of these challenges, or you may choose another, with instructor approval:

- Discuss the emergence of the “governance without government” concept, which focuses on the importance of networks, nontraditional partnerships, and the markets to guide society, rather than traditional bureaucratic institutions. This movement has taken hold in Europe and is gaining momentum in the United States.
- How is the new public administration movement impacting the “accountability versus efficiency” paradigm that has defined the profession since its inception?
- How is the reintroduction of privatization impacting public policy decision making and the targeted social outcomes? For example, imagine a state determines that access to high-speed internet for every home is essential for long-term public health, yet in areas of the state, the market has determined that it is not profitable to provide the service. Should the state form a partnership with a private sector business (i.e., subsidize) to ensure that their social goal is obtained?
- What are effective performance measures to evaluate programs and management in the public sector? Traditionally, the focus has been on measuring inputs and activities. Is this focus still effective?
- How can flexibility and creativity be integrated into the structures of public organizations in a way that allows for nimble, street-level decision making to swiftly adapt to ever-changing environmental conditions while maintaining some level of accountability to the citizens?

For your milestone submission, draft the Introduction and Theoretical Overview sections of the final project (Sections I and II), focusing on the challenge you selected.

Be sure to address all the following critical elements:

I. Introduction

Concisely describe your chosen organizational, legal, or cultural challenge in the field of public administration.

- II. **Theoretical Overview:** Ensure that you focus your response specifically on the organizational, legal, or cultural challenge that you selected.
- A. **Public Administration Advocates:** Describe the original advocates for the development of professional public management within the federal government of the United States. In your description, consider questions such as these: What were their viewpoints? How did they advocate for the development of public administration?
 - B. **Impact on Public Administration:** Differentiate between the views of Dwight Waldo and Herbert Simon. How did each impact the development of the public administration profession?
 - C. **Public Administration Dichotomy:** Analyze the founding dichotomy of public administration as expressed by Dwight Waldo for its impact on public administration practice.

Your instructor will provide feedback on your submission and make recommendations as to which topic is most feasible to pursue, given the parameters of the final project.

Guidelines for Submission: This submission should be about 1 to 2 pages in length and should use double spacing, 12-point Times New Roman font, and one-inch margins. Sources should be cited according to APA style.

Critical Elements	Proficient (100%)	Not Evident (0%)	Value
Introduction	Selected challenge is appropriately within the domain of the course and the assignment	Selected challenge is not identified or is not appropriately within the domain of the course and the assignment	25
Theoretical Overview: Public Administration Advocates	Identifies advocates and focuses on the chosen challenge	Does not identify advocates or focus appropriately on the chosen challenge	25
Theoretical Overview: Impact on Public Administration	Identifies impact and focuses on the chosen challenge	Does not identify impact or focus appropriately on the chosen challenge	25
Theoretical Overview: Public Administration Dichotomy	Identifies dichotomy and focuses on the chosen challenge	Does not identify dichotomy or focus appropriately on the chosen challenge	25
Total			100%