

administration and beyond. Most of all, they are challenges that will require responsibility, both in the sense of acting responsibly and in the sense of accepting responsibility for our ideas and actions. The frontiers of public service will present quite difficult personal and professional choices. But responsible public servants will find their solution very rewarding. Albert Schweitzer once said, "I don't know where you will go or what you will do, but the ones among you that will be most happy will be those who serve." We would only add that especially happy will be those who serve the public, well and faithfully.

STUDY QUESTIONS

1. Discuss some of the changes in the image of public service over the last thirty years.
2. What would you recommend to attract and retain "the best and the brightest" in public service?
3. Discuss future trends in the field of public administration.

CASES AND EXERCISES

1. By most objective measures, public agencies are, on average, highly productive—at least in comparison to their private-sector counterparts. (Obviously, there are wide variations in both sectors, but the general conclusion seems valid.) The general public, however, seems to have exactly the opposite impression: that government agencies are hopelessly inefficient and unproductive. Part of the problem seems to be that people are more critical of government in the abstract than where it directly touches their lives. In fact, one study found that most people are highly critical of the coldness and inefficiency of government in general, but highly complimentary of specific government employees with whom they had dealt most recently.

In any case, there seems to be some disparity between image and reality—a disparity that is often quite damaging to the morale of the public workforce. Write an essay explaining why you think governments are considered less productive and less efficient than they really are. Consider the issue from several viewpoints. How would the issue appear from the perspective of a legislator? A public manager? A citizen? On the basis of your analysis, what should be done to improve the image of public service?

2. In this chapter, we have considered a number of trends that are likely to affect public service over the next decade or more. What do these trends mean in terms of the skills that individual public managers will require? Review once more the set of public management skills in Chapter 1, and then in small groups discuss the following questions: What specific skills will public managers likely utilize more frequently in the future than in the past? What, if any, will be de-emphasized? To what extent will the demands of future public service change the mix of conceptual, technical, and human