

**New York University
Robert F. Wagner Graduate School
Of Public Service**

Leading Service Delivery

Course Information:

Dates: Monday & Wednesday, January 3rd to January 18th

Class Time: 5:30-7:30 PM

Location: TBD

Instructor: Michael Thomas Duffy

Course Goals and Objectives:

This course will help students understand the nuances, complexities and challenges of leading the delivery of services for a public purpose. Through several case studies, students will view challenges from the point of view of how various leaders (the President of the MTA in NYC; the Chair of the EEOC; the Mayor of Indianapolis; the Assistant Director of Airport Security at Logan Airport) have handled the optimization of service delivery in an environment where demand from the public is increasing and resources are scarce. The course will introduce key concepts, issues, strategies and analytical methods to prepare students for a leadership role in delivering services to the public.

Specifically, the course is designed to enable students to:

- ✓ Gain insight into the dynamics of leading service delivery, with practical lessons that can be readily applied;
- ✓ Understand theories of organizational processes and how they apply to the delivery of services to the public;
- ✓ Structure processes related to waiting for the provision of public services;
- ✓ Become familiar with the opportunities and pitfalls of privatizing public services;
- ✓ Understand how positioning the consumers of public services as customers has the potential to increase accountability;
- ✓ Learn basic concepts of supply chain management and how they apply to the provision of public services;

Readings:

There are several texts on which the course will draw, John Alford & Janine O’Flynn, (2012) Rethinking Public Service Delivery; James Q. Wilson, (1989) Bureaucracy: What Government Agencies Do and Why they Do It; and John Kamensky and Albert Morales, (2006) Competition, Choice and Incentives in

Government Programs; Abraham P. Ordover & Andrea Doneff, Alternatives to Litigation, (2002) along with a case study for each class.

About the Instructor:

Michael Thomas Duffy
Lecturer in Public Administration
Robert F. Wagner Graduate School of Public Service
New York University

Office Hours: By Appointment

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Michael Thomas Duffy is a leader with experience in the public, private and non-profit sectors. He now serves as the President of the GO Fellowship which provides students with access to a quality education through high dosage tutoring. Duffy's efforts in education grew out of his work in the civil rights movement, including two terms as the leader of Massachusetts civil rights enforcement agency. While a resident of Massachusetts, Duffy twice was a candidate for public office and has worked or volunteered on dozens of political campaigns. He has also held leadership positions in the non-profit sector: he served on the Board of Directors of the Human Rights Campaign, for several years as its co-chair; he was the Executive Director of the AIDS Action Committee of Massachusetts; served two terms on the Vestry of St. Bartholomew's Episcopal Church; and is currently the chair of the Board of the Lyme Academy of Fine Arts. Duffy has an Master in Public Policy from the Kennedy School of Government at Harvard University and graduated Phi Beta Kappa from Trinity College in Connecticut with a degree in Economics.

Assignments & Grades

Your grade in this course is based on three components:

1. **Class Participation** – 30% - Your active participation is critical for your success in this short, intensive course since so much of the learning comes from your peers during class discussions. You will earn up to 5 points for attendance and active participation for every class that you attend, with 10 earned in the last class. Missing a class will result in forfeiting the points for that session. In the case of an emergency or illness, contact the instructor in advance for the chance to make up the points for a missed class. In addition to attendance, I will be looking for you to have read and thought about the readings, contribute to in-class discussion, and actively participate in case discussions and role plays.

Discussion Facilitation – On the first day of class, you will sign up to be a discussion facilitator for a small group case discussion. The number of people enrolled in the course will determine the number of facilitators per class session. You will connect with the other facilitators of your designated case, and develop a list of 7 - 10 questions that get at the key issues in the case as well as the key themes and learning points from the week's readings. You should email your group's discussion questions to me by noon on the day of class. In addition to developing discussion questions, you will also play a role in facilitating part of the case discussion.

2. **Case Responses** – 30% - Due at the start of the class on the 2nd, 3rd and 4th meetings, late submissions not accepted without prior approval. We will discuss 4 cases during this course. You are responsible for submitting a 1-2 page response to each of them, tying the assigned reading to the developments described in the case. You will be able to earn up to 10 points on each case response.

3. **Take Home Paper** – 40% - Given out at the end of class on January 12th, due at the beginning of the last class on January 18th.

Weekly Topics and Readings:

First Class Meeting – Introduction: Serving the Public - January 3rd

- What are some of the basic concepts involved in the delivery of a public service? Is a public service only rendered by a public-sector entity?
- How is the provision of a public service similar and different to the provision of a private service?

David Eddy Spicer (1995) “Managing the Underground City: The New York City Transit Authority Reclaims Its Subway Stations,” Kennedy School of Government Case Program

James Q. Wilson (1991) Bureaucracy, Chapters 17 & 18, “Problems” & “Rules”

Michael Lewis, *Vanity Fair*, November 2011, “California or Bust”

Jeanne Liedtka, “Why Design Thinking Works” Harvard Business Review, Sept Oct 2018

Tom Kelley & David Kelley (2013) Creative Confidence: Unleashing the Creative Potential Within Us All, Chapter 1, “Flip”.

John Alford & Janine O’Flynn, (2012) Rethinking Public Service Delivery, Intro and Chapters 1

OPTIONAL MATERIAL: *If you are interested in this topic and want more information, here are some additional resources:*

- Brian Rosenthal, Emma Fitsimmons and Michael LaForgia, “How Politics and Bad Decisions Starved New York’s Subways” *New York Times* 11/18/17
- Freakonomics podcast, “In Praise of Maintenance” October 2016
<http://freakonomics.com/podcast/in-praise-of-maintenance/>

Second Class Meeting – Managing the Process - January 5th

- What are the lenses through which a leader can understand different processes that exist for the provision of a public service?

- How might Alternative Dispute Resolution be a tool that a leader can use to effectively serve the public and accomplish their mission?

Kirsten Lundberg (2000) “Reducing the Complaint Backlog at the EEOC,” Kennedy School of Government Case Program

Herbert Kaufman (1977) Red Tape, pages 1-3 and 29-59

Abraham P. Ordovery & Andrea Doneff (2002) Alternatives to Litigation: Mediation, Arbitration and the Art of Dispute Resolution, National Institute for Trial Advocacy, Chapter 6, *The Mediation Process*.

Negotiation Simulation

OPTIONAL MATERIAL: *If you are interested in this topic and want more information, here are some additional resources:*

- Roger Fisher and William Ury (2011) Getting to Yes, Negotiating Agreement Without Giving In.

Third Class Meeting – Managing the Wait for Public Services - January 10th

- What are the factors that influence how a typical person experiences a wait for a public service?
- Given the scarcity of resources available to leaders relative to demand, what are the strategies available for mitigating or managing the wait for those services?

David H. Maister (2006) “Queing Theory to the Rescue: Managing Security Screening Lines at Logan Airport” Harvard Kennedy School Case Services

David H. Maister (1985) “The Psychology of Waiting in Line” *The Service Encounter*, eds. J. Czepael, M. Solomon and C. Surprenent

David H. Maister (1979) Note on the Management of Queues” Harvard Business School Case Services.

James L. Heskett (1992) “Notes on Service Mapping” Harvard Business School Case Services

Gabriel Bitran, Juan Carlos Ferrer and Paulo Rocha e Oliveira (2009) “Don’t Manage Waits, Manage Experiences” Harvard Business Review.

Vox, 3/3/20, “How air travel and health care got great for the wealthy and worse for everyone else”

Graham Gillam, Kyle Simmons, Donald Stevenson, Elliott Weiss (2014) “Line, line, everywhere a line: Cultural considerations for waiting-line managers” Kelley School of Business, Indiana University.

Vimeo, “Stay in Queue” Ferdinand Lutz.

OPTIONAL MATERIAL: *If you are interested in this topic and want more information, here are some additional resources:*
resources:

- [“Are the high wait times due to Disney Genie+ or is it Just Busy?”](#)

Fourth Class Meeting – Contracting out Public Service Delivery - January 12th

- Under what circumstances does it make sense for a leader to consider contracting out a public service to a private provider? What are the differences in doing so to a non-profit vs. a for-profit organization?
- What are the tools that a leader can use to hold an outside provider accountable for the service they deliver? What are common pitfalls in this process?

Howard Husock & Linda Kaboolian (1995) “Mayor Stephen Goldsmith: Organizing Competition in Indianapolis”

John Alford & Janine O’Flynn, (2012) Rethinking Public Service Delivery, Chapters 2, 3 & Chapter 4

New York Times, 12/24/16 “In American Towns, Private Profits from Public Works”

Jonas Prager, (1994) “Contracting Out Government Services: Lessons from the Private Sector” Public Administration Review, March-April

Jacques Gansler, (2003) Moving Towards the Market Based Government.

Final Class Meeting – Understanding Supply Chains & Conclusion - January 18th

NOTE: Class will run from 5:30pm to 9:30pm.

- What is a Supply Chain and what is its relevance in the provision of a public service? What should a leader know about the dynamics of Supply Chain Management? How do procurement issues factor into service delivery questions?
- What are the broad questions that inform the way in which a leader approaches the responsibility of serving the public?

A copy of the final paper is due at the beginning of class

Exercise – A Supply Chain Simulation

Jacques S. Gansler, Robert Luby & Bonnie Kornberg, (2003) Transforming Government Supply Chain Management, pages 1-40

James Q. Wilson, (1991) Bureaucracy, Chapter 19, “Markets” & Chapter 20, “Bureaucracy and the Public Interest”

The Hill, 11/10/21, “Biden in Baltimore, Vows to Tackle Inflation, Supply Shortages Head on”

OPTIONAL MATERIAL: If you are interested in this topic and want more information, here are some additional resources:

- “Procurement in the City that Never Sleeps” Podcast on the Public Spend Forum website, September 2018
- “Online game lets you experience the supply-chain crunch through beer sales” National Public Radio, October 20, 2021