

Maxwell School, PhD Colloquium

Challenges & Opportunities in Public Management Research: Lessons Learned from a National Study of Technology in Local Government

Mary K. Feeney

Associate Professor and Lincoln Professor of Ethics in Public Affairs

Associate Director | Center for Science, Technology and Environmental Policy Studies

mkfeeney@asu.edu

@mkfeeneyASU

About me

Mary K. Feeney

Associate Professor and Lincoln Professor of Ethics in Public Affairs

Associate Director, Center for Science, Technology, and Environmental Policy Studies

School of Public Affairs

Arizona State University

Research Areas

Public Management

Sector distinctions, mentoring, nonprofit management, red tape, e-government

Science & Technology Policy

Women in science, mentoring, collaborative networks, evaluation, e-government

“If we knew what it was we were doing, it would not be called research, would it?”

- I. **Paper:** *Are small cities online? Content, ranking, and variation of U.S. municipal websites*
- II. **National Study of Local Governments**
- III. **Discussion of Public Management Research**

part I:

*Are small cities online? Content,
ranking, and variation of U.S.
municipal websites*

Are Small Cities Online?

Most e-government research focuses on

- Federal government
- Single states
- Large cities

(Bearfield & Bowman, 2016; Mossberger & Wu, 2012; Youngblood & Mackiewicz, 2012; West 2008)

Are Small Cities Online?

Small cities are less likely to be online

- Less technological infrastructure
- Less expertise
- Fewer resources
- Fewer incentives
- Fewer mandates

Research Questions

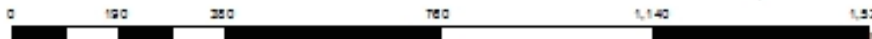
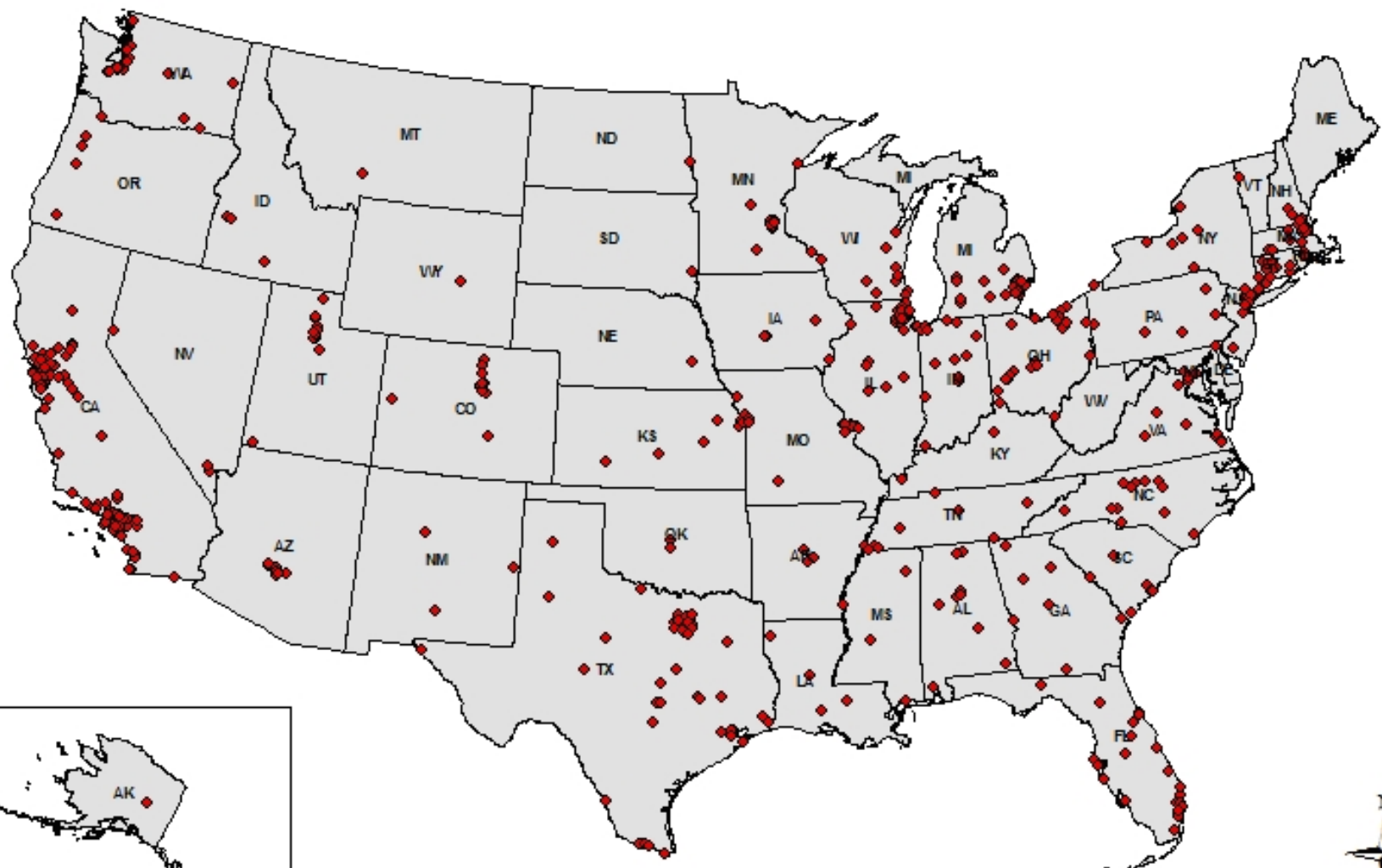
- 1. To what extent are small cities online?**
- 2. How has this changed from 2010 to 2014, if at all?**
- 3. Is there variation across cities? And if so, what explains that variation?**

part II:

*National Study of Technology in
Local Governments*

**National study of
technology use in 500
US municipalities,
population
25,000-250,000**

500 Cities



Surveying **5** department heads in each city:

Mayor's Office

Community Development

Finance

Parks & Recreation

Police

**Surveys in 2010,
(2011), 2012, 2014, &
2016**

**Website coding in
2010 & 2014**

The survey data have
been used **across years**,
by **function**, & paired
with **Census** data, city
finance data, & **website**
codes

part I:

*Are small cities online? Content,
ranking, and variation of U.S.
municipal websites*

Research Questions

1. **To what extent are small cities online?**
2. **How has this changed from 2010 to 2014, if at all?**
3. **Is there variation across cities? And if so, what explains that variation?**

Most common city website features 2010 & 2014

Council Agenda	478
Index of Law / City Code	473
Mayor's contact info	469
Online List of Jobs	469
Search Bar	453
Voting Information	394
Payment Transaction	351
Privacy Statement	297
Voting Registration	294
Council Meeting Videos	267
Online Job Applications	229
Facebook	220
RSS Feed	218
Twitter	215
Recreation Online Registration	209
District Maps	191
Search Provider	172
Site Contractor	156
Major Speech	143
Police Report Submission	132
Non English Translation	106
You Tube	102
Employee Directory	87
Department Descriptions	71
Mayor's Blog	58
Page Date	32

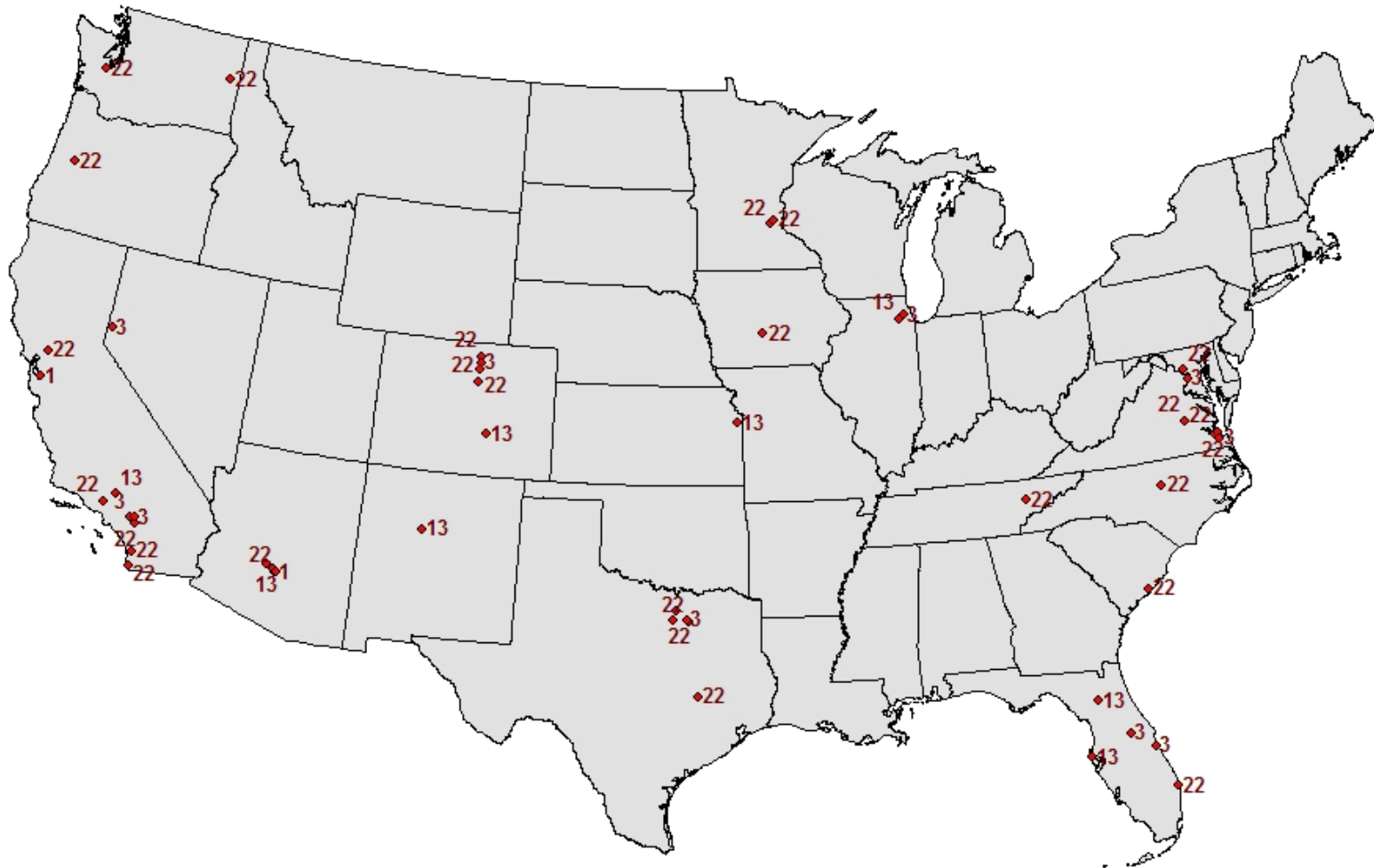
Index of Law / City Code	484
Council Agenda	477
Mayor's contact info	469
Search Bar	467
Online Job Applications	466
Payment Transaction	426
Voting Information	380
Facebook	370
Council Meeting Videos	350
Twitter	350
Voting Registration	312
Privacy Statement	285
Online List of Jobs	276
Recreation Online Registration	275
District Maps	245
RSS Feed	234
Site Contractor	226
Police Report Submission	219
NonEnglish translation	199
You Tube	195
Major Speech	178
Employee Directory	150
Search Provider	146
Department Descriptions	124
Mayor's Blog	53
Page Date	18

Ranking of cities with most website features **2010** & **2014**

Overall Ranking of 28 Cities in 2010



48 Cities Overall Ranking in 2014



Change in city website features 2010 & 2014

Online Job Applications	237	Major Speech	35
Facebook	150	Voting Registration	18
Twitter	135	RSS Feed	16
Non English translation	93	Search Bar	14
You Tube	93	Index of Law / City Code	11
Police Report Submission	87	Mayor's contact info	0
Council Meeting Videos	83	Council Agenda	-1
Payment Transaction	75	Mayor's Blog	-5
Site Contractor	70	Privacy Statement	-12
Recreation Online Registration	66	Voting Information	-14
Employee Directory	63	Page Date	-14
District Maps	54	Search Provider	-26
Department Descriptions	53	Online List of Jobs	-193

Change in city website features 2010 to 2014

Most Improved Cities 2010-2014



What explains
variation in city
website features?

ICT Adoption: Predictors

population (+)

form of government ()

technical capacity (+)

ICT Variation: Predictors

centralization (-)

work routineness (-)

personnel constraints (-)

risk-taking (+)

external stakeholder influence (+)

external site provider (+)

What are the
limitations &
contributions of this
paper?

For Researchers

- **Baseline, generalizable information**
- **We still lack data on website quality**
- **Importance of political factors**
- **Importance of external providers**
- **Change in rank is fast**

For Practitioners

- **Most common features are basic**
- **Many sites lack of basic information**
- **Need for active, online sites**
- **Low capacity for active, online sites**
- **Potential market for providers**

part III:

Public Management Research

Our research assesses
managerial roles in
technology adoption &
use, *with a smattering of
other management topics*

Findings include knowledge
about **ICT adoption,**
managerial roles, barriers &
determinants of technology
adoption & use

Findings also contribute to
research on **work life balance,**
citizen participation in
decision making, **diversity** in
orgs, **person-organization fit,**
& red tape **measurement**

Outputs include more than 25 publications, 5 dissertations, 6 international presentations, 4 annual reports, & at least 22 collaborators

Challenges Opportunities

Challenges

- **Surveys**
- **Cross-sectional data**
- **Managerial focus**
- **Funding**

Opportunities

Interested, Interesting, Doable

Learn more about this work at: <https://csteps.asu.edu/>

Email: mkfeeney@asu.edu

Twitter: [@mkfeeneyASU](https://twitter.com/mkfeeneyASU)

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Dissertations

Adrian Brown: E-Government: Enabling Engagement or Reinforcing Tradition

Rashmi Krishnamurthy: Use of social media for internal and external collaboration: Evidence from US local governments, 2016

Gustavo Oliveira: Use of social media for citizen engagement by local governments in the US, 2014

Papers

Fusi, Federica, and Feeney MK. Accepted. Social Media in the Workplace: Information Exchange, Productivity, or Waste? *American Review of Public Administration*

Grimmelikhuisen, SG, and Feeney MK. Accepted. Developing and testing an integrative framework for open government adoption in local governments. *Public Administration Review*.

Welch, EW, Feeney, MK, and Park, Chul Hyun. accepted. Determinants of data sharing in U.S. city governments. *Government Information Quarterly*
[doi:10.1016/j.giq.2016.07.002](https://doi.org/10.1016/j.giq.2016.07.002)

Wang, Shu, and M. K. Feeney. 2016. Determinants of information and communication technology use in municipalities. *American Review of Public Administration* 46(3)292-313. October 19, 2014. DOI: 10.1177/0275074014553462

Feeney, M. K., and E. W. Welch. 2016. Technology-Task Coupling: Exploring Social Media Use and Managerial Perceptions of E-Government. *American Review of Public Administration* 46(2):162-179. August 20 2014. 10.1177/0275074014547413

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Huang, Wan-Ling, and M.K. Feeney. 2015. Citizen participation in local government decision-making: The role of manager motivation. *Review of Public Personnel Administration*. March 16 2015. doi:10.1177/0734371X15576410

Feeney, M.K. and Julie Langer. 2015. Getting Ahead in the Public Sector: Perceptions of Managers in US Municipalities. *American Review of Public Administration*. February 8, 2015, doi: 10.1177/0275074015570037

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Welch, E.W., and Yavuz, N. (forthcoming). Factors Affecting Openness of Local Government Websites: Examining the Differences across Planning, Finance and Police Departments. *Government Information Quarterly*.

de Oliveira, G. and Welch, E.W. (2013). Social Media Use in Local Government: Linkage of Technology, Task, and Organizational Context. *Government Information Quarterly*. 30(4): 397-405

Grimmelikhuijsen, S., and Welch, E.W. (2012). Factors Determining the Transparency of Air Pollution Information?: Factors affecting Internet information transparency of local government. *Public Administration Review*, 72(4): 562-571.

Welch, E.W. (2012). The Relationship Between Transparent and Participatory Government: A Study of Local Governments in the United States. *International Review of Administrative Sciences*, 78(1): 93-115.