

Article Reviewed:

Pesch, Udo, "Administrators and Accountability: The Plurality of Value Systems in the Public Domain", *Public Integrity*, Fall, 2008, Vol. 10, No. 4, pp. 335-343.

The article, "Administrators and Accountability: The Plurality of Value Systems in the Public Domain", by Udo Pesch seeks to address how accountability and value systems interact in the decisions made by public administrators. The research problem being addressed is whether public administrators are free from accountability for their decisions and what are the different influences that can affect their decisions.

It is clear from the abstract of the article that this is no simple issue. In fact the article is fairly confusing for the first couple paragraphs. The author starts by saying that explicit ethics codes of reference systems make it easier to hold individuals accountable for their actions, however a conflict emerges when an individual's moral values are different from such accountability policies. What can make accountability more complicated are the motivations of the administrator and also the individual's inability to perceive future consequences of their decisions.

Another influence, outside of individual morals and ethical guidelines, is the existence of social context. These different domains generally "lay down their own standards of good and bad behavior" (p. 336). This social surrounding can help an individual determine a good decision from a bad one, but at the same time complicates the idea of accountability. The organization that a public administrator is a part of may also complicate accountability and may provide another outlet for blame if the public sees a decision as immoral. The author also acknowledges the tendency to blame the highest level of a hierarchy or elected official for

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