

A Framework for Using Crowdsourcing in Government



BENJAMIN CLARK, PHD- CLEVELAND STATE UNIVERSITY

NICHOLAS C. ZINGALE, PHD - CLEVELAND STATE UNIVERSITY

JOSEPH LOGAN - O-1 LEADERSHIP DEVELOPMENT

JEFFERY BRUDNEY, PHD - UNIVERSITY OF NORTH CAROLINA,
WILMINGTON

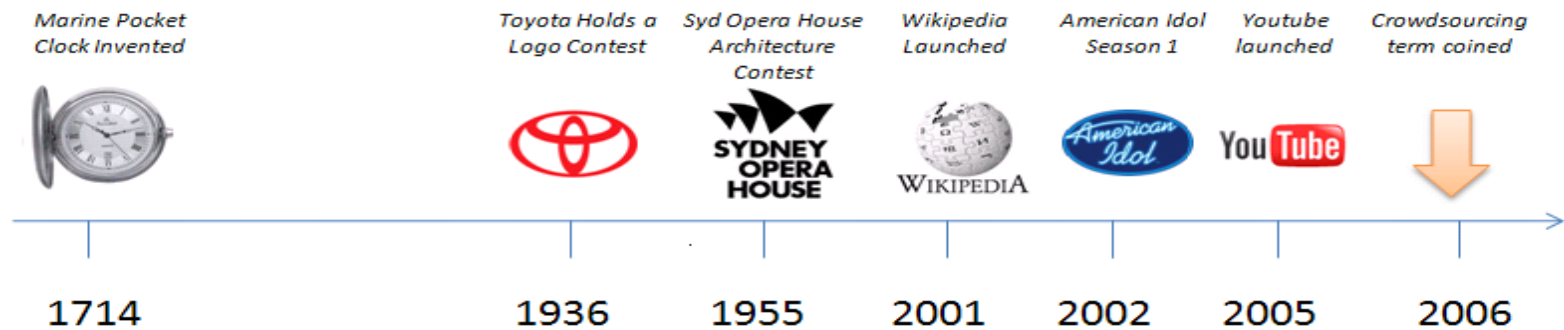
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COLLEGE OF URBAN AFFAIRS
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What is Crowdsourcing?



- The crowd (public) are used as a source of labor, idea generation, and/or problem identification.
- Combination of Crowd and Outsourcing
- Harnesses technology as a primary interface
- Falls within the literature of co-production and collaboration, but also has a home in digital enterprise and technology.

The History / Genesis of Crowdsourcing



What is Crowdsourcing?



- Jeff Howe and Mark Robinson (Wired Magazine editors) coined the term in 2005.
- Deren Brahmam (2007) scientific literature defined it as: “Online distributed problem solving and production model.”



Question?



- How do public administrators begin to think about uses for crowdsourcing.
 - “administrative thought must establish a working relationship with every major province in the realm of human learning” – Dwight Waldo
 - Knowledge generation contains varying perspectives – indicating a diversity of thought (David Farmer)
- Applying crowdsourcing to the idea of diversity of thought supercharges the complexity of process and feedback – especially in a politically charged environment.

The image we entered into with our research



Began with:



Moved toward:



Our research job involved thinking about crowdsourcing as a mode of inquiry



- To develop a framework that could inform discourse amongst public administrators when embarking upon a crowdsourcing initiative.



We first developed the theory:

Figure 1: Analytic Framework

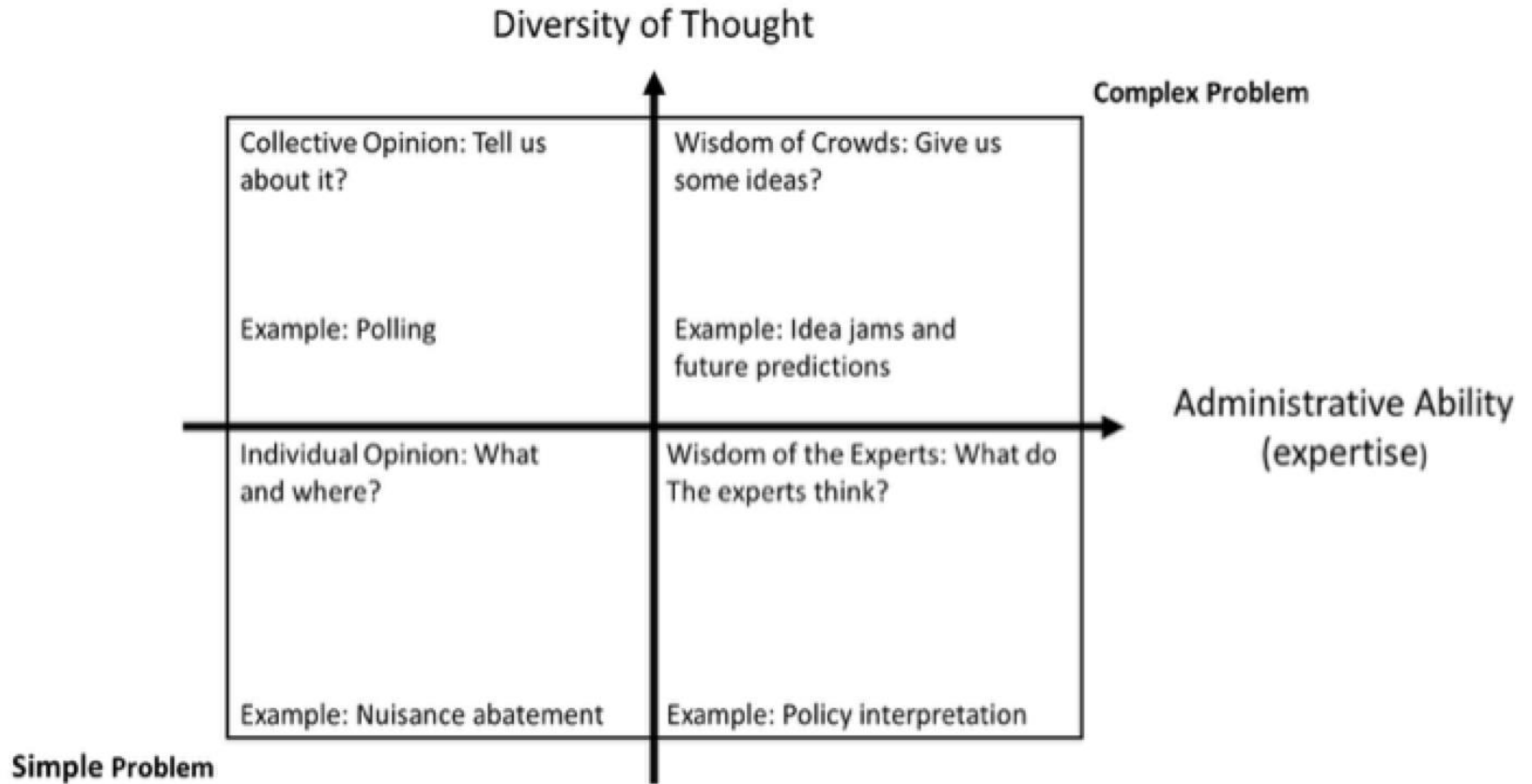
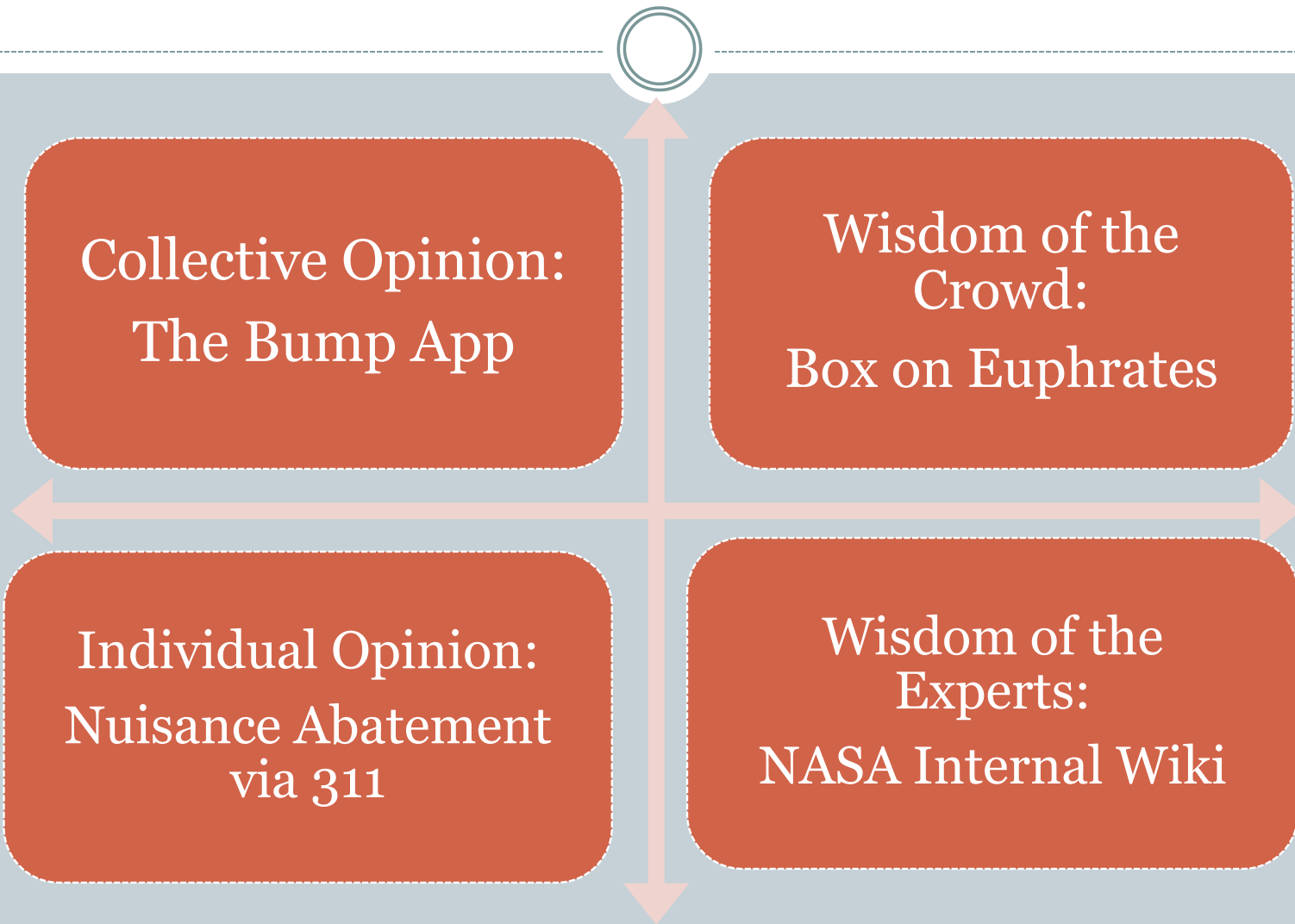


Figure 2: The Addition of a New Theoretical Framework to Brabham's Typology

Brabham's (2013, p. 45) Typology			Additions to the Typology	
Type	How it Works	Kinds of Problems	Our Analytical Framework	Administrative Expertise (AE) and Diversity of Thought (DT)
Knowledge Discovery and Management	Organization tasks crowd with finding and collecting information into a common location and format	Ideal for information gathering, organization, and reporting problems, such as the creation of collective resources	<i>Individual Opinion</i>	<i>Lower DT Lower AE</i>
Broadcast Search	Organization tasks crowd with solving empirical problems	Ideal for ideation problems with empirically provable solutions, such as scientific problems	<i>Wisdom of the Experts</i>	<i>Lower DT Higher AE</i>
Peer-Vetted Creative Production	Organization tasks crowd with crating and selecting creative ideas	Ideal for ideation problems where solutions are matters of taste or market support, such as design or aesthetic problems	<i>Wisdom of the Crowd</i>	<i>Higher DT Higher AE</i>
Distributed Human Intelligence Tasking	Organization tasks crowd with analyzing large amounts of information	Ideal for large-scale data analysis where human intelligence is more efficient or effective than computer analysis	<i>Collective Opinion</i>	<i>Higher DT Lower AE</i>

Apply Framework to Cases



Challenges and Changes for Crowdsourcing



Challenges

- Does not replace “boots on the ground.” (Zingale, 2013)
- Buyer Beware – the crowd can be wrong...dead wrong
- Benevolent dictator vs. adaptive lateral complexity
- Information vs. Action

Changes

- Lowered transaction costs
- CRAC
 - Collaboration, Co-production and Connectivity
 - Real time feedback
 - Access and input
 - Creativity and Imaginative Chaos

Keys to success



- Accept that crowdsourcing has already changed the meaning of public involvement
- Frame the initiative appropriately – use framework as a guide.
- Become comfortable with adaptive planning and implementation
- Establish a mood of mutual respect
- Expect the crowd to be finicky and temperamental