

The Civil Service After Two Decades of Reinvention: *Big Questions, Challenges, and Steps Forward*

Dr. Maria P. Aristigueta

Charles P. Messick Professor of Public Administration

Director of School of Public Policy & Administration

Senior Policy Fellow, IPA

Who was Charles P. Messick?



Key Topics for Discussion



- Public trust
- Motivation and satisfaction
- Neutral competence, representativeness, leadership
- Role of nongovernmental entities

Demographics

Federal employees make up: 6.9%



Federal employees: 1.8 million

State and local employees: 16.4 million



Education: 8.9 million



Health care: 964 thousand

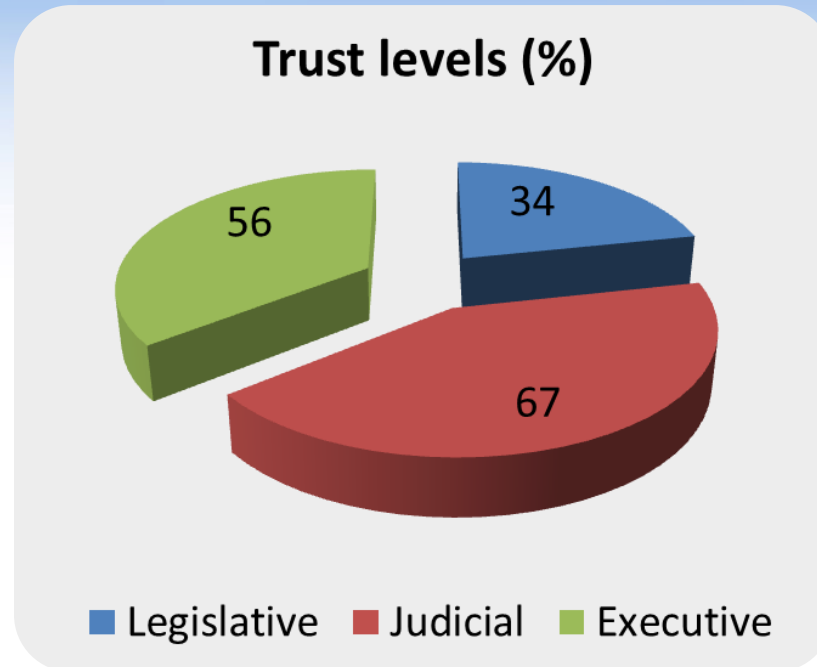


Police protection: 924 thousand



Corrections: 718 thousand

Question 1 on Public Trust

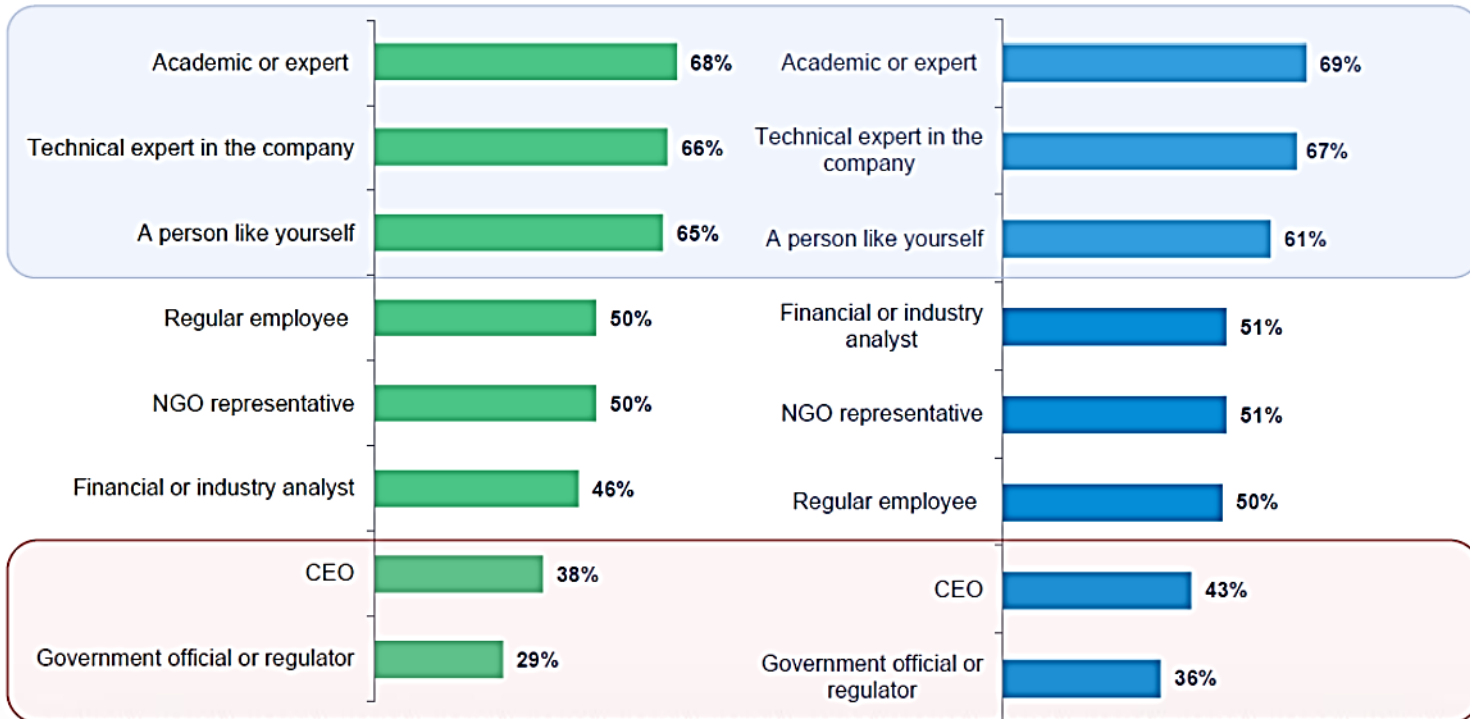


- How can public managers break the micromanagement cycle of distrust, rules, poor performance, more distrust, more rules...?

Trusted Sources of Credible Spokespeople

2012

2013



Challenges for Increasing Public Trust

- How to help the public differentiate what should be blamed on government and what is outside of the government's jurisdiction?
- How to help the public understand the limits of government and the importance of governmental institutions in creating and maintaining democracy?

Question 2 on Employee Motivation



- How can public managers motivate public employees (and citizen's too) to pursue important public purpose with intelligence and energy?

Most Important Factors for Satisfaction of U.S. Employees



Leadership



Mission –
Employee
Skills



Satisfaction
with Pay

Effective Leadership



- Empowerment and involvement in decisions
- Fairness
- Respect for senior leaders
- Immediate supervisors job performance

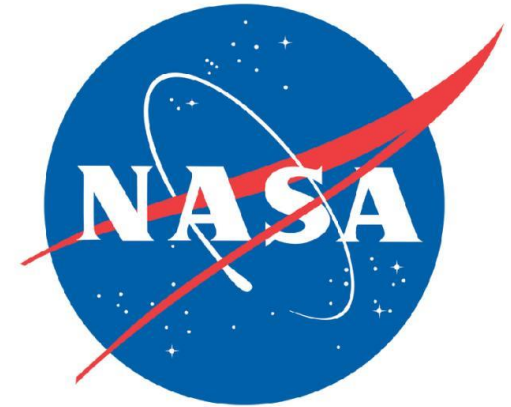
Match Between Agency Mission & Employee Skills

SCORES AND RANKINGS

2012 Previous Years

	Score	Rank of 19
Index Score	72.8	1

Scores by Category	Score	Rank (out of varied totals)
Effective Leadership	68.1	1 of 19
Effective Leadership - Empowerment	62.2	1 of 19
Effective Leadership - Fairness	67.9	1 of 19
Effective Leadership - Senior Leaders	63.0	1 of 19
Effective Leadership - Supervisors	76.1	1 of 19
Employee Skills/Mission Match	80.7	1 of 19
Pay	67.0	2 of 19
Strategic Management	62.4	1 of 19
Teamwork	77.3	1 of 19
Training and Development	72.4	1 of 19
Work/Life Balance	68.4	2 of 19
Support for Diversity	71.8	1 of 19
Performance Based Rewards and Advancement	59.8	1 of 19
Alternative Work and Employee Support Programs	85.7	1 of 18

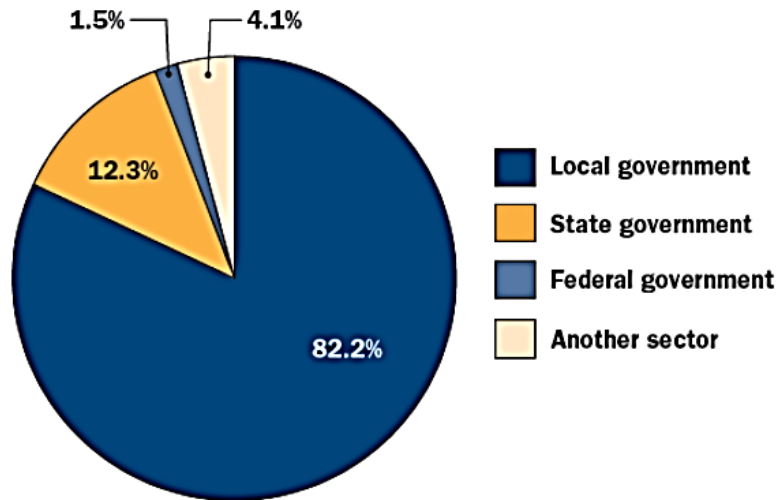


Failure is **not** an option

Satisfaction with Pay?

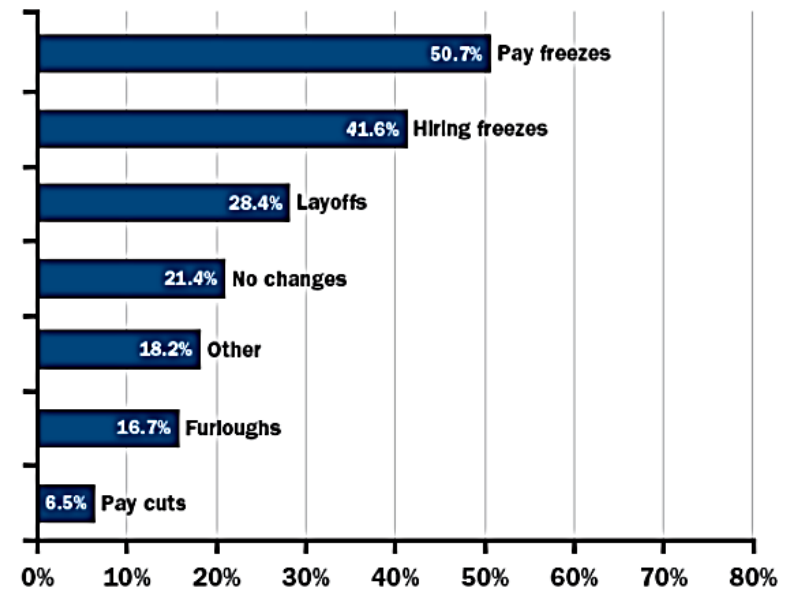
Participants

1) Do you work for... (N = 342)³:



Workforce Changes

2) Which of the following workforce changes has your government implemented over the past year? (N = 341)



Challenges for Improving Motivation

- How can political appointments in leadership positions have a lasting impact on motivation when their average tenure is 18 to 24 months?
- How can the public sector maximize utilization of its mission to recruit, retain, and motivate the best and brightest despite government bashing?
- How can public managers compensate employees adequately at a time of furloughs, pay cuts, layoffs, and hiring freezes?

Question 3 on Political Appointments



- What balance shall be struck among neutral competence, representativeness, and leadership?

Political Appointments



Challenges for Neutral Competence, Representativeness, and Leadership

- How to provide the President key policy personnel while limiting the number of appointments?
- How to recruit and retain the best and brightest to leadership positions both as careerists and appointed officials?

Question 4 on Outsourcing and Privatization



- What are the roles of nongovernmental forms of collective action in society and how can desired roles be protected and nurtured?

Hidden Workforce



Contract Workforce

- > 7.6 million employees

Spending

- \$500 billion

Cost Reimbursement Contracts

- \$135 billion

Contractors as Employers of Choice



60,000 US College
Students

318 Universities

> 25% Government
Contractors /
Contracting business

Challenges for Nongovernmental Forms of Collective Action

- How to maintain an adequate balance for outsourcing and privatization, while maintaining functions that are truly governmental in the hands of government employees?
- How to ensure that contractors meet the standards for social equity in a democratic society?

Expected Additional Reforms



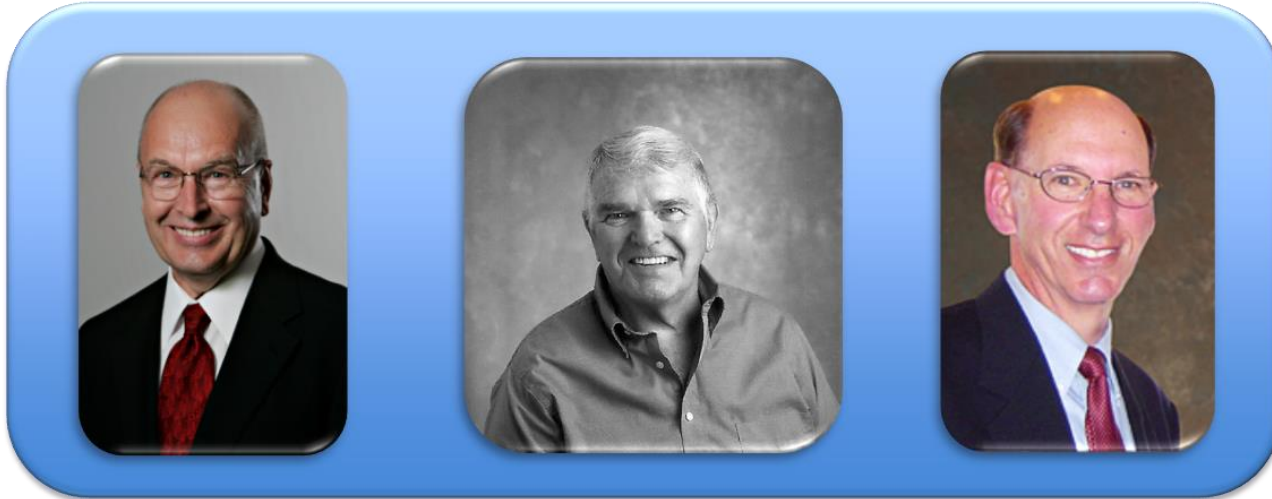
- Recommended reforms to Civil Service in Spring 2013
- Reduction in political appointments
- Review of inherently governmental functions

Wicked Challenges, Enduring Questions and Implications



What would Messick do?

- Trust (Dr. Robert Denhardt)
- Political appointments (Dr. William Boyer)
- Contract for services (Dr. Jeffrey Raffel)



References

- Behn, Robert 1995. “The Big Questions of Public Management” *Public Administration Review* 55(4), 313-324.
- Denhardt, Robert B. 2001. The Big Questions of Public Administration Education. *Public Administration Review* 61(5): 526-534.
- *Edelman Trust Barometer, 2013 Annual Global Study*, EDELMAN, http://edelmaneditions.com/wp-content/uploads/2013/01/EMBARGOED-2013-Edelman-Trust-Barometer-Global-Deck_FINAL.pdf (last visited Mar. 13, 2013).
- Kirlin, John 1996. “The Big Question of Public Administration in a Democracy”. *Public Administration Review* 56(5), 416-423.
- Light, Paul 2008. “A Government Ill Executed: The Depletion of the Federal Service” *Public Administration Review* 68(3):413-419.
- *Survey Findings State and Local Government Workforce: 2012 Trends*, Center for State & Local Government Excellence (Apr. 2012), http://slge.org/wp-content/uploads/2012/04/S-L-Govt-Workforce-2012_12-195_web.pdf
- *The Best Places to Work in The Federal Government 2012 Rankings*, PARTNERSHIP FOR PUBLIC SERVICE, <http://bestplacestowork.org/BPTW/rankings/detail/NN00> (last visited Mar. 13, 2013).