

Managing Organizations to Sustain Passion for Public Service



James L. Perry
Distinguished Prof. Emeritus
Paul H. O'Neill School of Public
Administration & Environmental Affairs,
Indiana University – Bloomington



Rob Seidner
Performance Manager,
Federal Human Capital Policy
Office of Management & Budget
Executive Office of the President of the U.S.



Sponsored by:



O'NEILL

SCHOOL OF PUBLIC AND
ENVIRONMENTAL AFFAIRS

MANAGING ORGANIZATIONS TO SUSTAIN PASSION FOR PUBLIC SERVICE

James L. Perry
ASPA Book Talk
February 24, 2021

PREVIEW

- Foundational principles
- Social and behavioral science origins
- Making public service central to civil service design



MANAGING ORGANIZATIONS

TO SUSTAIN PASSION
FOR
PUBLIC SERVICE

JAMES L. PERRY



O'NEILL SCHOOL OF PUBLIC AND ENVIRONMENTAL AFFAIRS

FOUNDATIONAL PRINCIPLES

- *Public service* as a touchstone for all management policy and practice (Perry, 2021)
- Creating a culture to support a public service ethic (UNDP, 2015)
- Strong ties to mission, public values and employee needs (Perry, 2021)



THE EVIDENCE: FOUR RESEARCH STREAMS

- Public service motivation
- Prosocial motivation and behavior
- Altruism
- Positive organizational psychology



EMERGING INFERENCES FOR CIVIL SERVICE DESIGN

- Comprehensive
- Coherent
 - Institutional
 - Theoretical
 - Synergy



MAKING PUBLIC SERVICE CENTRAL

1. Recruiting and selecting for high public service motivation
2. Leveraging the meaningfulness of public work
3. Creating a supportive work environment
4. Aligning rewards to reinforce public service motivation
5. Socializing newcomers to public service values
6. Leading with mission, inspiration and communication



NOVEL PROPOSALS

- *Explicitly selecting* for public service motivation (Christensen, Paarlberg and Perry 2017)
- Using *self-persuasion* to increase the meaningfulness of work (Bellé 2013)
- *Total compensation* as benchmark for rewards (Schuster and Zingheim 1992)
- *Low-powered* rather than high-powered *incentives* (Burgess and Ratto 2003)



TRADITIONAL PROPOSALS

- Law-based *merit systems* (Dahlström, Lapuente, and Teorell 2012)
- *Onboarding* (Booz Allen Hamilton 2008)
- *Mentoring* (Bozeman and Feeney 2009)
- *Charismatic and servant leadership* (Shamir, House, and Arthur 1993; Greenleaf 1970)



“IMPORTED” PROPOSALS

- Relational job design (Grant 2007)
- Job crafting (Berg, Dutton and Wrzesniewski 2008)
- Career counseling (Dik, Duffy and Eldridge 2009)



CONCLUSION

- Emerging intellectual capital has created a foundation for a public service motivational model
- Implications for all HRM functions
- Positive consequences for individuals, programs, organizations and citizens



Managing Organizations to Sustain Passion for Public Service

Rob Seidner
Performance Manager,
Federal Human Capital Policy
Office of Management & Budget
Executive Office of the President of the U.S.
robert_b_seidner@omb.eop.gov



Managing Organizations to Sustain Passion for Public Service

Selecting for High Public Service Motivation Is a Priority



Managing Organizations to Sustain Passion for Public Service

Aligning Compensation Systems and Service Motivation



Managing Organizations to Sustain Passion for Public Service

James L. Perry
Distinguished Prof. Emeritus
Paul H. O'Neill School of Public
Administration & Environmental Affairs,
Indiana University – Bloomington
(perry@indiana.edu)

Rob Seidner
Performance Manager,
Federal Human Capital Policy
Office of Management & Budget
Executive Office of the President of the U.S.
(robert_b_seidner@omb.eop.gov)

