

Statement on the Management of Public Servants

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The effective, efficient, and ethical performance of government is central to the fabric of our global society. Public administrators infuse professional expertise and continuity into the provision of public services. They should be valued for their unique contributions to public policy implementation and the institutional stability they help to provide.

We believe that the public interest is well served when government is able to recruit and retain the highest quality talent for its workforce. Specific and predictable types of motivation bring workers to the public sector, and purposive action must be taken to maintain and nurture these motivations in the public workforce.

We are concerned that declining respect for government, government workers, and public service careers undermine the important role that government plays as a stabilizing force in society. Such views damage the ability of public servants to do the work of the public.

We acknowledge the realities encountered by front-line, public facing public servants who are called upon to implement public policy. We also value the expertise and institutional knowledge shared by career public servants who work in various capacities throughout government. We honor the experiences of public sector workers and believe that they should have voice in informing the policies they are asked to implement and enforce.

We affirm that the context of government work is different from the context of private firms. The demands and complexities of government work require the development of human resource management practices that may be unique to government.

We view the need to innovate human resource practices in the public sector as an urgent matter. There is a significant need for researchers, policymakers and practitioners to identify practical, actionable, research-supported and government-specific principles and practices for the recruitment, selection, motivation, and retention of government employees. There is also a need for educators to use knowledge of these principles and practices to prepare a future workforce that is passionate about public service and equipped with the skills necessary to effectively manage both public agencies and the public servants who comprise them.