Leadership Abstracts

Why Are Some Agencies Perceived As More Committed To Diversity Than Others? An Analysis of Public-Sector Diversity Climates

Zachary Oberfield

Positive diversity climates are associated with an array of benefits for public organizations. However, it is not clear why some agencies are perceived as more committed to diversity than others. This paper hypothesizes about how group and management characteristics, social identities, and procedural justice may shape perceptions of diversity climate. It then tests these expectations using cross-sectional data drawn from the US federal workforce. It shows that employees' social identities and perceptions of procedural justice were strong predictors of perceptions of diversity climate. There was less evidence that the representativeness of management and personnel diversity were related to diversity climate. Positive diversity climates are associated with an array of benefits for public organizations. However, it is not clear why some agencies are perceived as more committed to diversity than others. This paper hypothesizes about how group and management characteristics, social identities, and procedural justice may shape perceptions of diversity climate. It then tests these expectations using cross-sectional data drawn from the US federal workforce. It shows that employees' social identities and perceptions of procedural justice were strong predictors of perceptions of diversity climate. There was less evidence that the representativeness of management and personnel diversity were related to diversity climate.

Maximizing the Leadership Dividend in Public Service

Sanjay K. Pandey

My comments will be informed by two key assumptions about the potential of leadership. First, public service leaders can make an immense difference for the positive, a difference to advancing public values (Pandey et al. 2015; Pandey et al. 2016). Second, public service leaders can exercise this influence in both direct and indirect manner (see Moynihan et al. 2012; Pandey et al. 2015). In my remarks, I will elaborate upon research opportunities and priorities that can generate actionable knowledge to maximize the positive impact of public service leadership. Specifically, I plan to address the following five themes:

1. A need to benchmark against and learn from the private for-profit and nonprofit sector
2. Understanding and using the power of job content to enhance engagement
3. Engaging the Millennial generation in public service
4. Developing qualitative research opportunities to better understand public leadership challenges
5. Mentoring and nurturing the next generation on productive ways to seek common ground while respecting differences

The Changing Paradigm of Leadership

Andrew Rahaman

Dr. Rahaman will provide an overview of the changing view of leadership and its impact on the government reflected in the New Public Management as an organizational outcome in contrast to organizational governance. While there is no one method of leadership and managementship for public managers, his presentation will provide context of the integrated theories and definitions and how they have changed with the social system through time. He will challenge you to think that leadership definitions are not as important to leadership outcomes that include how the public sees "reinventing government" , harness the what public servants believe are important leadership skills for the leadership outcome in an era of organizational complexity , networks and emergence.

Federal Employee Engagement as Organizational Change

Russell Robinson

Federal agencies are making serious efforts to improve employee engagement. The Office of Management and Budget (OMB) issued a memorandum tasking federal agencies to strengthen employee engagement by raising its rating to 67% (from a starting rating of 63%).   The General Accountability Office (GAO) released a report to Congress sharing recommended practices to improve employee engagement. And, the Office of Personnel Management (OPM) issued a white paper, which had the purposes of developing a common definition of employee engagement, a corresponding conceptual model, and a corresponding set of recommendations. However, less than 40% of federal employees believe their agency's leaders will use the most recent Federal Employee Valuation Survey (FEVS) results to make their agency a better place to work. This can be inferred as federal employees being skeptical of their leaders' implementation plans utilized to improve the work place. The purpose of this

presentation will be to focus on improving employee engagement through prism of a holistic organizational change. The hopeful impact of this presentation will be to broaden the federal employee engagement conversation to include the aspect of organizational change as a factor for successful implementation. Including this aspect has the potential accelerate the process of more federal employees becoming engaged which will increase the impact on both individual and organizational outcomes. Also, this aspect will potentially improve the way federal leaders are selected and developed as they enter and move up the managerial ladder.