

Current State of the U.S. Civil Service and Enduring Questions

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U.S. Civil Service

- Civil Service was established in 1871
- The federal civil service reached 2.18 million in 2020
- State and Local had 19.6 million employees in 2020
- State and local governments had an increase of 0.4% from the 2018 total
 - 14.8 million were classified as full-time and
 - 4.8 million were part-time employees.

Sources:

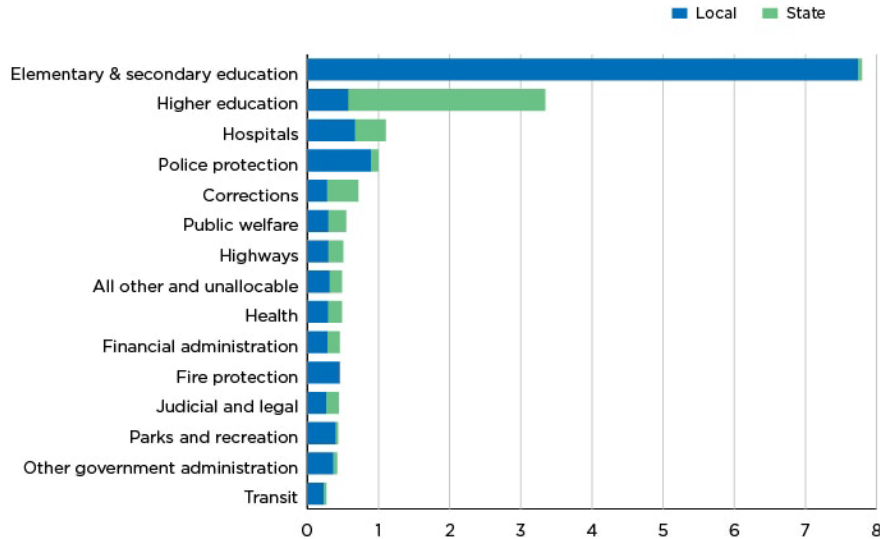
Census Bureau (2020) *Education, Hospitals, Police Protection are Largest Government Employment Categories.*

Jennings, J., & Nagel, J. C. (2021). *Federal Workforce Statistics Sources: OPM and OMB.*

State and Local Government Employment

Government Employment: Top 15 State/Local Job Categories

(In millions)



- Education employed 11.2 million people (57%)
- Hospitals employed 1.1 million state and local government employees (6%)
- Police protection accounted for 1.0 million workers for state and local governments (5%)

Source: 2019 Annual Survey of Public Employment and Payroll, and the summary brief URL is here: www.census.gov/content/dam/Census/library/publications/2020/econ/2019_summary.pdf.

Topics to be covered in presentation

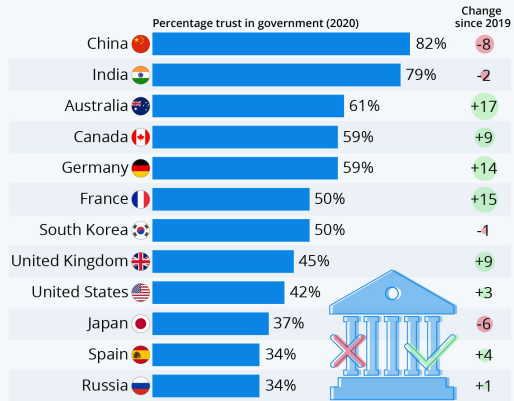
- Public trust
- Motivation and satisfaction
- Neutral competence, representativeness, leadership
- Role of nongovernmental entities
- Impact of COVID
- Challenges that these present



Public trust in government around the world

Where Trust In Government Is Highest and Lowest

Share of the public who trusted the government in selected countries in November 2020*



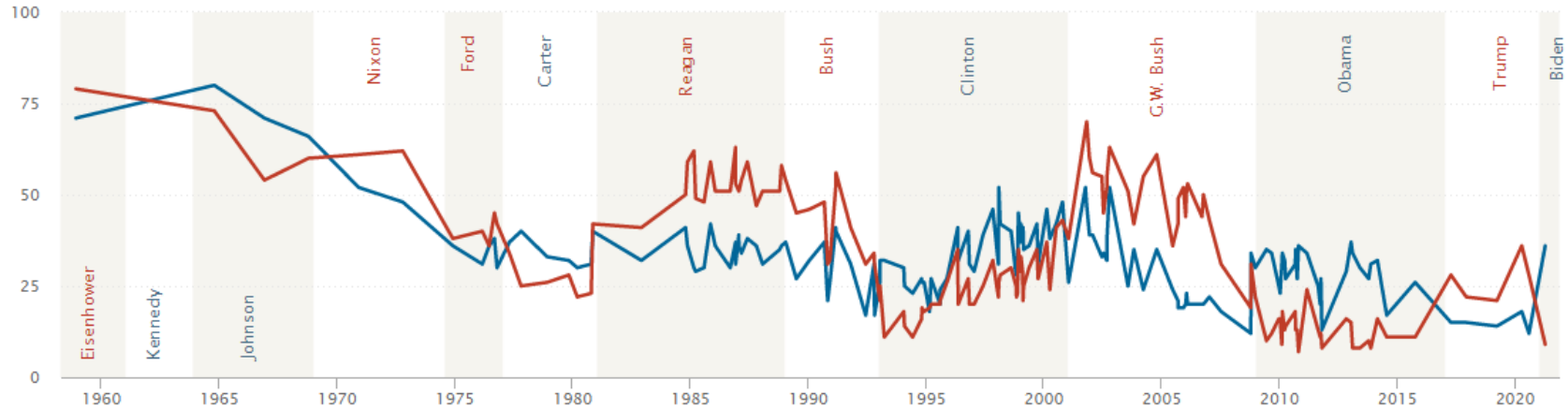
* 33,000 respondents in 28 countries (Oct 19-Nov 18, 2020).
Source: Edelman Trust Barometer



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- Source: Edelman Public Trust Barometer 2020

Trust in government by party affiliation in U.S.

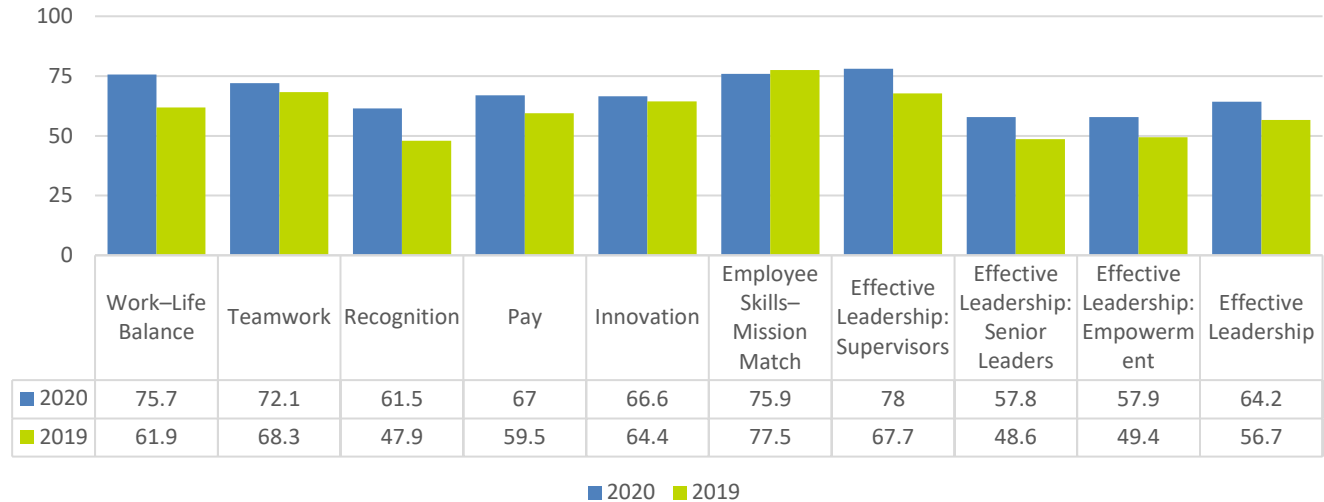


- Trust in govt higher among members of party that controls presidency
- Public trust in government remains low. Only about one-quarter of Americans say they can trust the government to do what is right “just about always” (2%) or “most of the time” (22%).

Source: *Pew Research Center (2021), Public Trust in Government: 1958-2021. Pew Research Center - U.S. Politics & Policy.* <https://www.pewresearch.org/politics/2021/05/17/public-trust-in-government-1958-2021/>

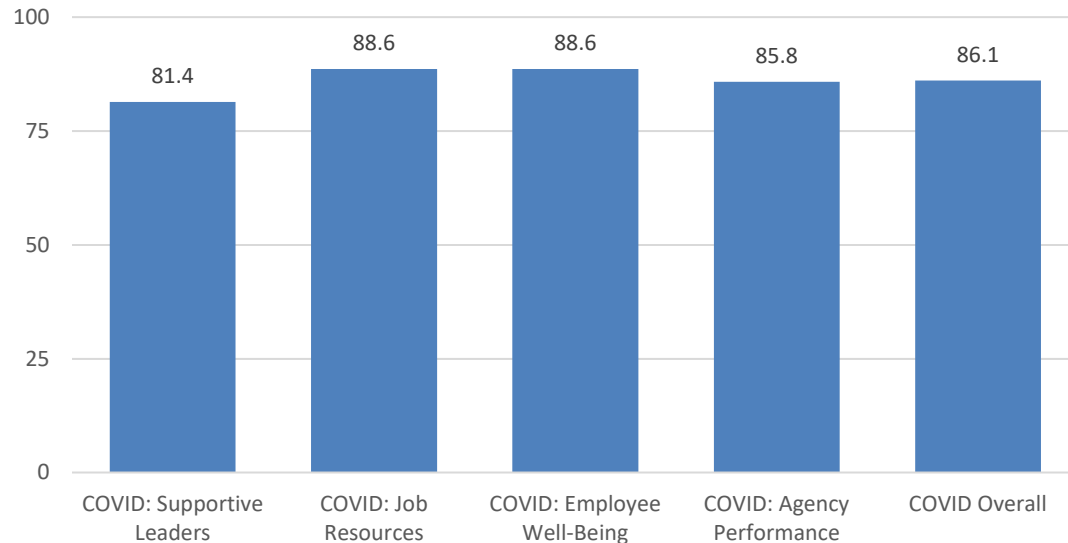
Important factors for motivation and satisfaction of US employees

- Effective Leadership
- Skills-Mission Match
- Work-Life Balance



Source: <https://bestplacestowork.org/analysis/government-wide-findings-by-category/>

Additional important factors for motivation and satisfaction of U.S. employees during Covid-19



Source: <https://bestplacetowork.org/analysis/government-wide-findings-by-category/>

Effective leadership

- Ability to influence others to engage
- Embrace Diversity
- Discretionary transparency
- Encourage risk taking and innovation
- Value Ethics and Integrity
- Act Decisively
- Balance Hard Truths and Optimism

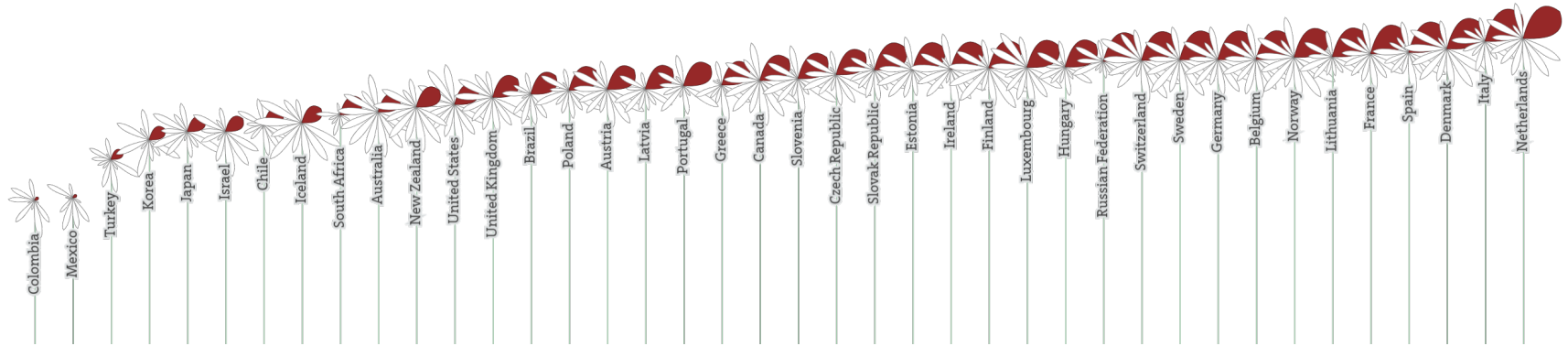


Source: adapted from <https://online.hbs.edu/blog/post/characteristics-of-an-effective-leader>
downloaded on 9/27/21

Match between
Agency Mission & Employee Skills and Values



Work life balance



- The ability to successfully combine work, family commitments and personal life.
- Governments can help to address the issue by encouraging supportive and flexible working practices.

Source: OECD <https://www.oecdbetterlifeindex.org/topics/work-life-balance/>

Contractors as Employer of Choice



Hidden Workforce

- Contract Workforce: > 9 million employees
- 6% of the total U.S. workforce in 2019
- Spending: \$618.7 billion FY 2021

Sources:

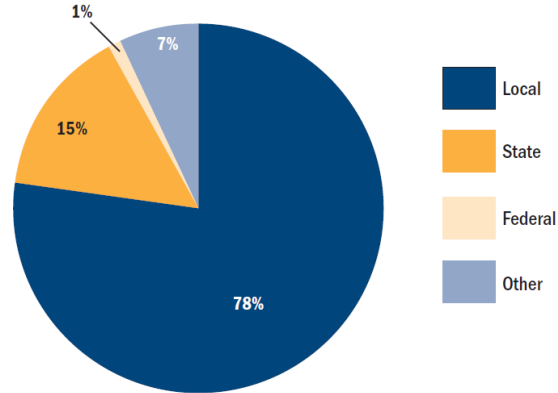
Department of Labor | Spending Profile | USAspending. (n.d.). Retrieved October 13, 2021, from <https://usaspending.gov/agency/267>

Hill, F. (2020, May 27). Public service and the federal government. *Brookings*.
<https://www.brookings.edu/policy2020/votervital/public-service-and-the-federal-government/>

Workforce changes by type of government

Participants

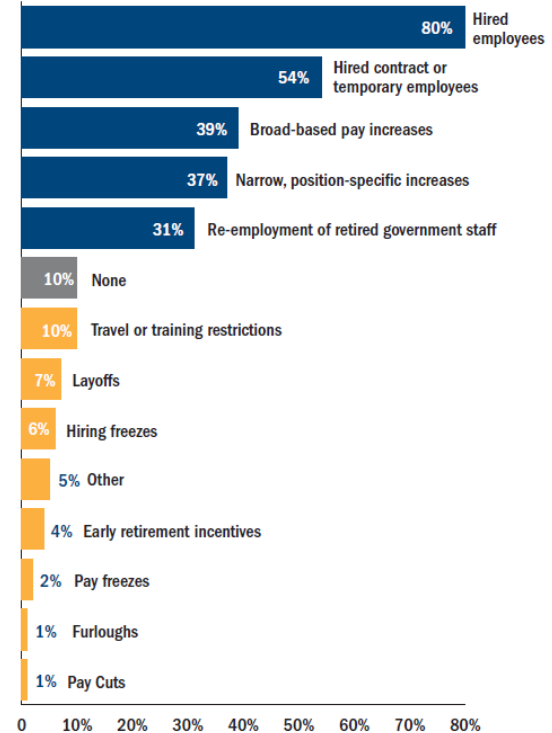
1) You work for... (n = 335)



Source: <https://slge.org/assets/uploads/2019/07/slge-workforce2019.pdf>

Workforce Changes

2) Which of the following workforce changes has your government implemented over the past year? (n = 307)

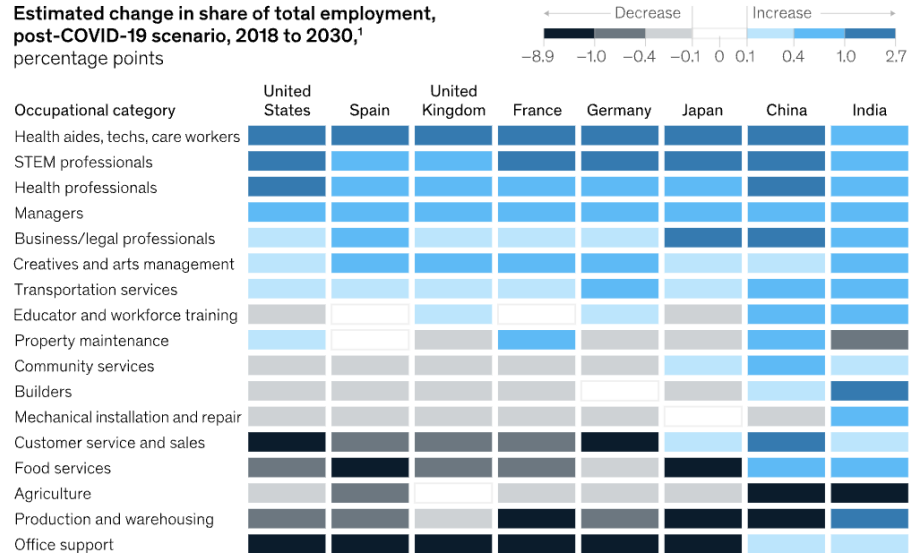


COVID inspired changes for work

- COVID is redefining how work is done
 - Flexible hours
 - Use of Technology
 - Remote Work and Virtual Meetings
 - Faster adoption of automation
- Implications for human resources management.

The mix of occupations may shift by 2030 in the post-COVID-19 scenario.

Estimated change in share of total employment, post-COVID-19 scenario, 2018 to 2030,¹ percentage points



¹The pre-COVID-19 scenario includes the effects of eight trends: automation, rising incomes, aging populations, increased technology use, climate change, infrastructure investment, rising education levels, and marketization of unpaid work. The post-COVID-19 scenario includes all pre-COVID-19 trends as well as accelerated automation, accelerated e-commerce, increased remote work, and reduced business travel.
Source: McKinsey Global Institute analysis

Source: *The future of work after COVID-19* | McKinsey. (n.d.). Retrieved October 18, 2021, from <https://www.mckinsey.com/featured-insights/future-of-work/the-future-of-work-after-covid-19>

Enduring Questions for Human Resources Management



Challenges for Motivation and Trust

- Helping 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?
- How to provide flexibility at work to employees and at the same time excellent customer service?

Challenges for Neutral competence, representativeness and leadership

- How provide the President with enough representation in the executive branch by being able to appoint, while at the same time limiting the number of appointments to those positions that do not involve policy?
- How to recruit and retain the best and brightest to leadership positions both as careerists and appointed officials?

Challenges of Nongovernmental Forms for service delivery

- How to maintain an adequate balance for outsourcing and privatization, while maintaining functions that are governmental in the hands of government employees?
- How to limit government, while at the same time, providing a strong civil service to monitor work done by outsourcing?

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