



What Government Does: The Privilege of Public Service

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It's just a paycheck!



Is there a unique public sector ethic?



Values matter

- Ethics and values define who we are and what we represent
 - ““I have a dream that my four little children will one day live in a nation where they will not be judged by *the color* of their *skin*, but by *the content* of their *character*.”
 - Martin Luther King, Jr.



How are public sector values different from the private sector?

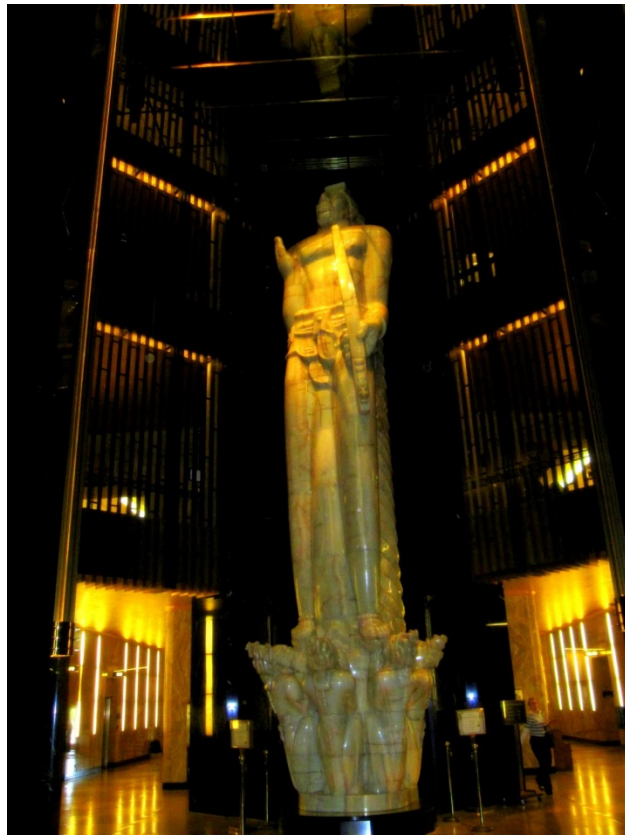


Can or should public sector managers be more market-orientated?

- Fight wars and making profits?
- Policing, catching, and jailing bad guys for profit?
- Collecting child support on an incentive structure?
- Justice to the higher bidder?



How are public sector values different from those in the non-profit sector?



Are public sector managers operating in the gift economy?

- Marilyn Fischer and the concept of the gift economy
 - Gift v reciprocity
 - Self-interest v. compassion
- Are government services simply charity?



**American
Red Cross**

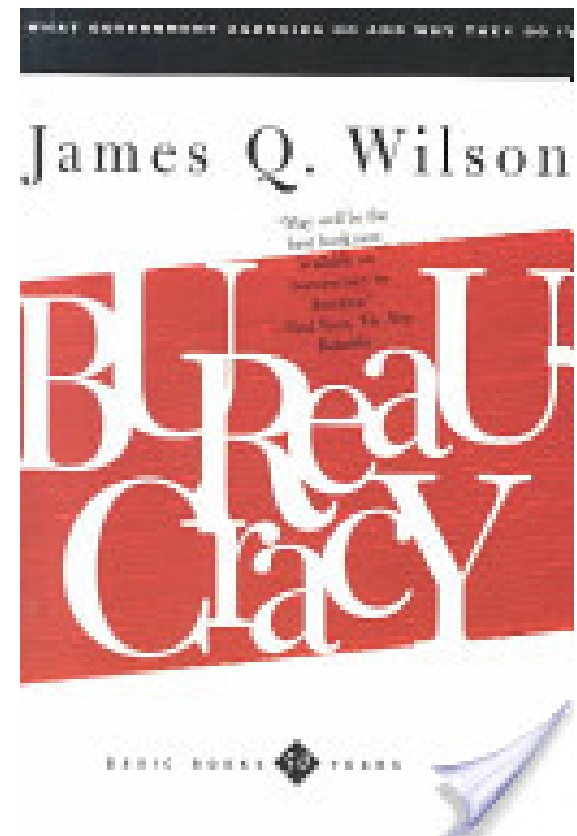
The public sector is unique

- Government work is neither based on self-interest nor purely a form of charity



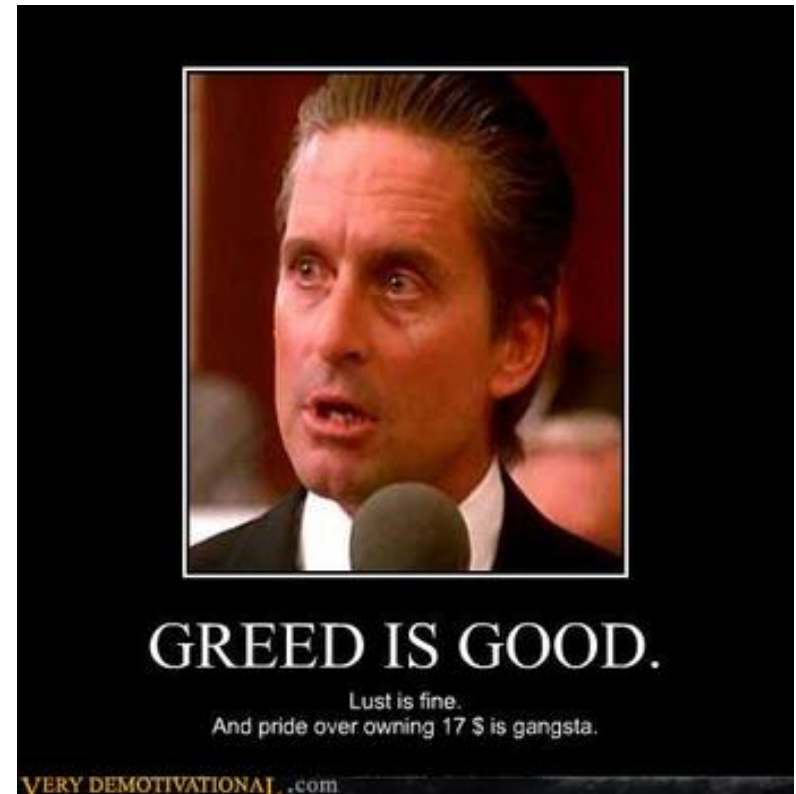
The public sector is unique

- James Q. Wilson's *Bureaucracy: What Government Agencies Do and Why They Do It*



Public sector values are not the same as the private sector

- Private sector is about self-interest and profit maximization
- Private managers driven by goals and tasks and the bottom line
- Efficiency a primary goal



Public managers and employees face different values

- driven by constraints and the Top line
- It is not about self-interest
- Equity over efficiency



Limits on what we can do

- It's about the constraints on our discretion and behavior
- Process is important
- Stakeholders are important



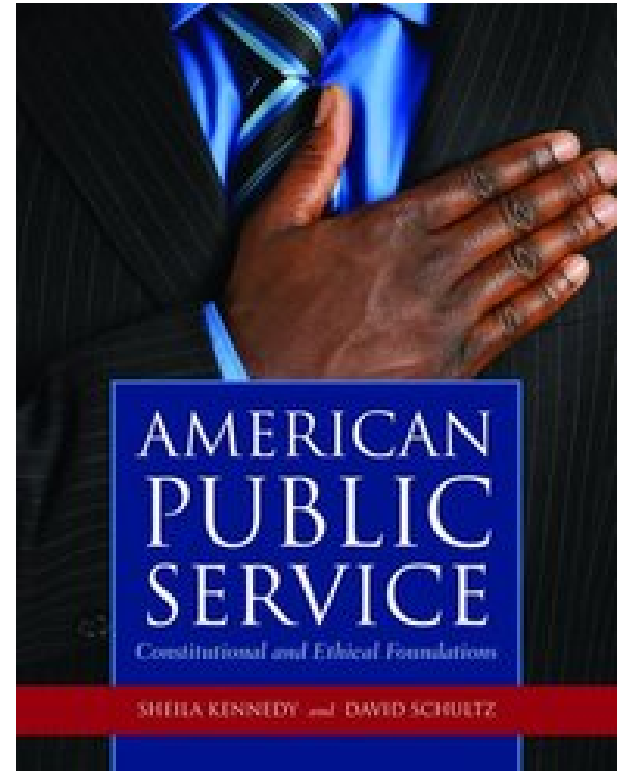
What values uniquely define the public sector?

- Legal
- Structural
- Process
- Normative
- Calling



Legal Values: A Constitutional Ethic

- Sheila Kennedy and David Schultz, *American Public Service: Constitutional and Ethical Foundations*



What are the constitutional values?

- Follow the Constitution and Bill of Rights
 - Neutrality
 - Transparency
 - Rules matter



Structural Values

- Substantive rights that must be respected
 - Freedom of speech
 - Freedom of religion



Process values

- Due Process
 - Cannot be arbitrary and capricious
- Equal Protection
 - Treating everyone the same



We have to treat everyone the same—
including the protestor outside our door



Government is expected to play fair



Normative Values

- The Concept of the Public Interest
 - It's not about us—it is about serving the public



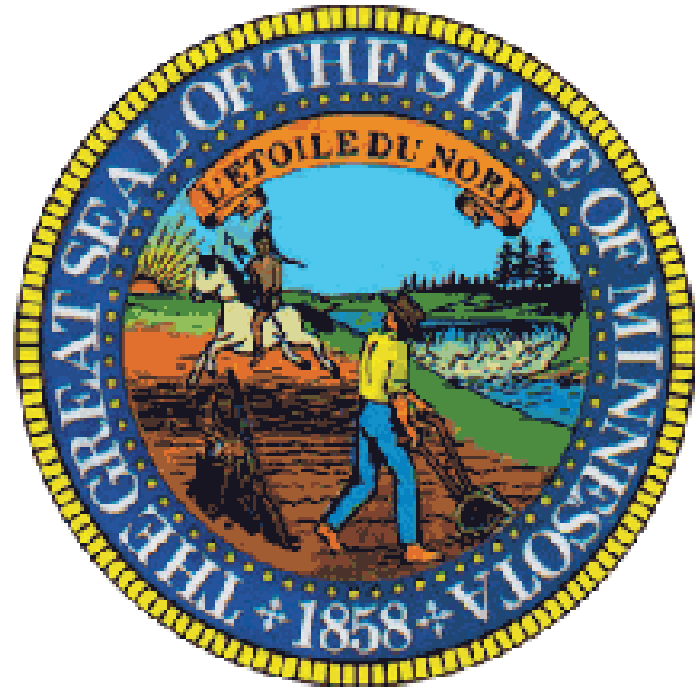
The Concept of the Calling

- Max Weber's concept of the calling
 - We internalize a set of beliefs and values about serving the public and the performance of our duties



But what does it all mean in reality?

- Who do we serve?
- Why?



Treating people as citizens versus customers

- Citizens deserve to be treated better than customers



We have a higher standard of conduct

- The law imposes special rules on public service
 - Conflict of interest
 - Sunshine or Open Meeting Laws
 - Freedom of Information Laws



Perception is reality

- You may say it only looks bad but to the public it is bad!

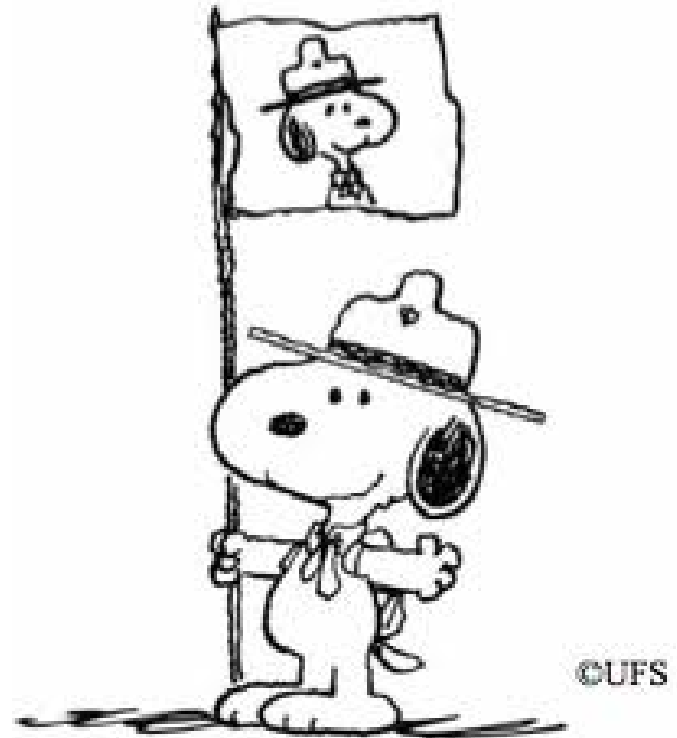


Bad mouthing my employer



Higher duty to obey the law

- Mandatory reporters
- Obeying the laws we are entrusted to enforce

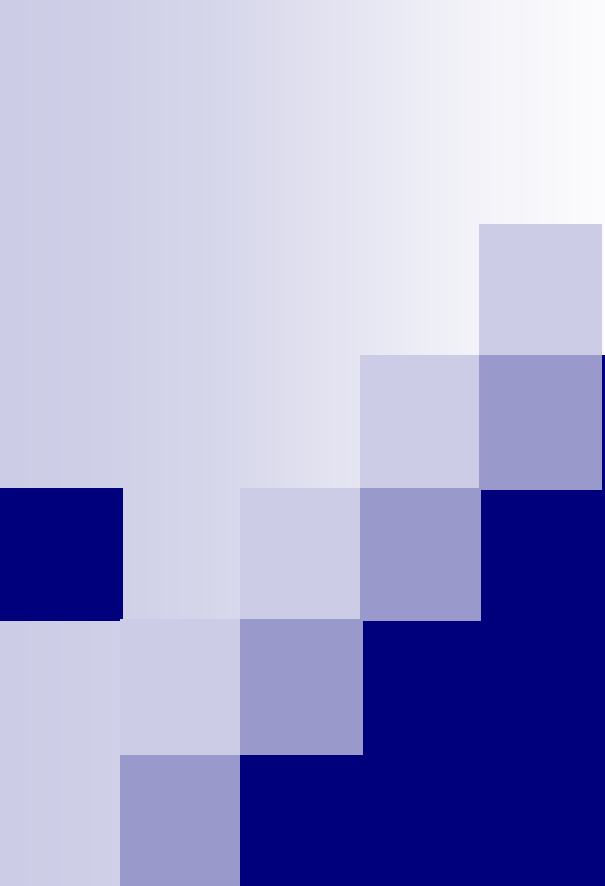


Fiduciaries or trustees for the public



Serving the public is a
privilege, not just a job.





Conclusion: Defining
our ethic, serving as
leaders