

# Management Matters

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SPRING 2020

A message from the

PMRA President,



**Richard M. Walker**

Dear colleagues,

First and foremost, I hope that you and your family and friends are healthy during these unprecedented times. The Covid-19 pandemic is clearly reshaping our world and the ways in which we live as human beings. It also is having a profound impact on questions of public management and policy. The pandemic, and its aftermath, is likely to be reflected in our research as we search for answers to existing questions and answers to questions we had not previously conceived of. Importantly, it clearly points towards the urgent need for interdisciplinary research that cuts across science, technology, medicine and the social sciences and humanities given the central role of public institutions in addressing the spread of infectious diseases.

As you will be aware, the pandemic has affected the work of the association. PMRC 2020 has been postponed to 2021. Following on from this PRMC 2022 will in Phoenix (Arizona University and Arizona State University) and in Utrecht (Utrecht University) in 2023. Further details can be found in this issue of Management Matters.

PMRA is also very excited to announce the establishment of the Meier PMRC Travel Inclusion Award, named after Professor Kenneth J. Meier. Importantly, the Award scheme represents a major milestone in the evolution of the association given it is PMRA's first donation. The PMRA Board is exceptionally grateful to Professor Meier for his generosity.

I would like to bring to your attention some changes in the PMRA Secretariat, which is based at the University of Kansas. Professor Heather Getha-Taylor has been the Director of the Secretariat and Treasurer since August 2018 and stood down in May 2020. Heather has played a stellar role in dealing with administrative and financial issues and her skills will be missed. The Board extend their warm appreciation to Heather. Professor Rosemary O'Leary now steps into this role.

All the best,

A handwritten signature in black ink that reads "R. Walker". The signature is fluid and cursive, with a large initial "R" and a long, sweeping underline.

Richard M. Walker  
City University of Hong Kong

## In This Issue

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Invited Essay:**Discrimination Complaints are Only the Tip of the Iceberg**

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 Ellen V. Rubin  
 University at Albany - SUNY

An important challenge for managers in organizations, public or private, is to create and maintain a culture that supports employees voicing concerns to management, including creating an environment where employees are willing to report unethical and discriminatory behavior. A big challenge is to understand what conditions are needed for employees to transition from naming or labeling behavior as unethical, to blaming the individual specifically responsible for the inappropriate behavior, to claiming by filing a formal complaint objecting to the behavior (as outlined by Felstiner, Abel, and Sarat, 1980). To respond to this challenge, this note focuses on the gaps between perceived discrimination and the filing of formal discrimination complaints within government agencies.

Within public administration, we often teach our students about the importance of non-discrimination, and talk about the legal protections for different groups. We evaluate how diversity in the government workforce, and how the level of discretion held by that diverse workforce, might shape policy outcomes. But we spend little time explicitly discussing discrimination in public sector workplaces.

When someone experiences unfair treatment that they perceive as discriminatory, they have a choice: to file or not to file a formal discrimination complaint? A public manager, or a public management scholar may be interested to understand the overall level of discrimination in an organization. Understanding this is contingent on having clear indicators from the workforce, including the presence of formal complaints. Unfortunately, the formal complaints on their own are incomplete indicators. Formal complaints, including the use of agency-sponsored alternative dispute resolution, will undercount the real level of discriminatory behavior happening in the organization. Take for example discrimination complaints filed by employees in U.S. federal agencies claiming sexual harassment and non-sexual harassment (see table 1). Across the federal government an average of 0.22 complaints per 1000 employees were filed in 2017. However, in 2016 Merit Principles Survey, an average 105 per 1000 employees indicated they personally experienced three or more events that could be labeled as sexual harassment.

This threshold of experiencing three or more events is important because to establish the existence of a hostile workplace employees often have to document multiple incidents of inappropriate behavior.

*See Table 1 (On next page)*

For discriminatory non-sexual harassment the picture is somewhat different, but large gaps between experienced discrimination and reported discrimination are still present. Non-sexual harassment includes behavior that creates a hostile workplace but does not involve behavior that is of a sexual nature. Discriminatory non-sexual harassment can be defined – using minimal legalese – as repeated demeaning behavior directed at someone because of their race, ethnicity, age, disability, etc., that has the effect of changing their working conditions. In the vast majority of cases, an individual needs to show multiple demeaning events, and always needs to show the demeaning behavior was directed at them because of their membership in a protected demographic group. Among federal employee discrimination claims, non-sexual harassment has been claimed the most frequently of all forms of discrimination for more than a decade (U.S. Equal Employment Opportunity Commission, 2019 and 2016) and most often involves race-based harassment. In the 2016 Merit Principles Survey, on average 228 per 1000 federal employees indicated they personally experienced three or more events that could be labeled as non-sexual harassment. In comparison, one year later federal agencies experienced an average of 7 formal complaints per 1000 employees.

When considered as a whole the gaps between perceptions of experienced discrimination and the complaints that are actually filed are significant. What is a manager to do? Some of the gap may be unfair or bullying behavior that does not rise to the level of discrimination, but which is still damaging to collaboration and cooperation among employees. Second, the gap may be due to fears of reprisal. At the federal level, for example we know this is a serious concern (U.S. Equal Employment Opportunity Commission 2016; U.S. Merit Systems Protection Board 2019). Third the gap may be due to employees not trusting the administrative review process, either because it is not viewed as independent or because they fear the time and resources required for the full investigation.

What is a public management scholar to do? Using complaint data to evaluate levels of discrimination is important because it is a behavioral indicator of the occurrence of unfair and demeaning treatment in the agency. However we should be

**Table 1:** Perceptions and Complaints of Sexual and Non-Sexual Harassment in U.S. Federal Agencies in 2016-2017.

| Department                                    | Sexual Harassment |                       |        | Non-Sexual Harassment |                  |        |
|---|-------------------|-----------------------|--------|-----------------------|------------------|--------|
|   | Complaint Rate    | Experienced 3+ Events | Gap    | Complaint Rate        | Exper. 3+ Events | Gap    |
| Agriculture                                   | 0.19              | 92.75                 | 92.57  | 9.90                  | 210.04           | 200.13 |
| Army (civilian employees)                     | 0.28              | 78.11                 | 77.83  | 5.23                  | 215.91           | 210.67 |
| Commerce                                      | 0.33              | 59.97                 | 59.64  | 5.68                  | 187.77           | 182.10 |
| Defense                                       | 0.30              | 96.67                 | 96.37  | 8.17                  | 219.56           | 211.38 |
| Justice                                       | 0.52              | 122.95                | 122.43 | 6.77                  | 202.12           | 195.35 |
| Labor   | 0.26              | 68.63                 | 68.37  | 10.90                 | 209.87           | 198.97 |
| Energy  | 0.00              | 103.34                | 103.34 | 7.24                  | 203.02           | 195.77 |
| Education                                     | 0.00              | 88.11                 | 88.11  | 8.80                  | 314.98           | 306.18 |
| Environmental Protection Agency               | 0.51              | 143.36                | 142.86 | 7.88                  | 241.86           | 233.99 |
| Federal Deposit Insurance Corporation         | 0.16              | 44.73                 | 44.57  | 6.41                  | 143.13           | 136.72 |
| General Services Administration               | 0.09              | 82.13                 | 82.04  | 7.49                  | 161.44           | 153.95 |
| Homeland Security                             | 0.24              | 159.68                | 159.44 | 5.76                  | 269.76           | 264.00 |
| Housing and Urban Development                 | 0.26              | 117.87                | 117.62 | 16.72                 | 273.82           | 257.10 |
| Interior                                      | 0.23              | 98.09                 | 97.86  | 5.19                  | 260.06           | 254.87 |
| National Aeronautics and Space Administration | 0.00              | 88.62                 | 88.62  | 3.88                  | 157.96           | 154.08 |
| Navy (civilian employees)                     | 0.17              | 74.48                 | 74.32  | 3.53                  | 194.01           | 190.48 |
| Office of Personnel Management                | 0.00              | 129.63                | 129.63 | 5.04                  | 183.38           | 178.34 |
| Securities and Exchange Commission            | 0.22              | 86.26                 | 86.04  | 6.31                  | 221.41           | 215.10 |
| State   | 0.09              | 121.83                | 121.73 | 3.26                  | 285.58           | 282.32 |
| Social Security Administration                | 0.26              | 149.59                | 149.33 | 9.04                  | 306.48           | 297.44 |
| Transportation                                | 0.49              | 111.08                | 110.59 | 6.46                  | 233.33           | 226.87 |
| Treasury                                      | 0.20              | 101.95                | 101.76 | 3.81                  | 217.47           | 213.66 |
| Veterans Affairs                              | 0.33              | 198.74                | 198.41 | 7.95                  | 336.98           | 329.03 |

All statistics calculated by author. All statistics calculated per 1000 employees.

Complaint Rate calculated from Form 462 reports filed with the U.S. Equal Employment Opportunity Commission for FY 2017 and includes both formal complaints filed and counseling settlements.

However we should be careful to not claim the complaint rates represent the full picture. The existing federal employee survey data has poor indicators for assessing fear of retaliation, diversity climate, and perceptions of fairness of human resources management systems. A better understanding would likely come from in-depth agency studies using mixed methods or qualitative approaches (Rubin and Baker, 2019). It would be difficult to gain access to more details on individual complaints, beyond what is reported to the U.S. Equal Employment Opportunity Commission (EEOC), but that would not help to understand those who chose to not come forward.

Finding a way to study a more complete representation of the problem of workplace discrimination, in part requires considering perceptions and complaints jointly. Existing research on discrimination, the vast majority of which is derived from data in the private sector, focuses largely on perceptions of discrimination in the workplace (e.g. Hirsch and Lyons 2010). Additional studies from the law and sociology perspective focus on the propensity of individuals to file claims in the courts, state oversight agencies, or with the EEOC, both of which are external to the complainant's place of work (e.g. Leasher and Miller 2012; Hirsh and Kornrich 2008; Goldman 2001). The few studies that do focus on formal complaints within organizations only represent part of the picture of discrimination in an organization because not everyone who perceives unethical treatment will choose to file a complaint (e.g. Yu and Lee 2019). As a result it is critical to evaluate the degree to which perceptions of discrimination transform into formal complaints, and what organizational factors impact this transformation. Doing so will enable us to present a more complete picture of discriminatory and unethical behavior within agencies so we do not underestimate the prevalence of unfair treatment that may be hidden from decisionmakers. The more complete picture will also give a more accurate portrayal of the workplace that is likely to impact outcomes of interest to public management scholars.

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If you are interested in offering an essay contribution for a future issue of Management Matters, please contact: [jpart@ku.edu](mailto:jpart@ku.edu).

## JPART Spring 2019 Update

Mary K. Feeney  
Arizona State University

Now that we are through the start of 2020, we have some summary data on JPART for 2019 and a few updates for 2020. First off, due to COVID-19, we are all working under new conditions. JPART authors, reviewers, and the editorial team are international and thus facing a variety of new work and life restrictions. We continue to process manuscripts at JPART, but expect to see a slow down as reviewers and editorial team members adjust to the various changes in their home and work lives. Additionally, Oxford University Press will not be mailing print copies of JPART outside of the US and Canada. Once production returns to normal, those print issues will be sent. We are grateful to all those who continue to contribute to JPART's success. COVID-19 is a clear reminder that we live and work in an interconnected community that relies on the contributions of many people from around the world. We wish good health and stability to all.

### 2019 Year in Review

While there were a number of changes to the editorial team in 2019, production continues in a similar pattern. We had 486 submissions in 2019. Table 1 shows data on the country of origin of submitting authors. Two thirds of submissions to JPART are from authors working outside of the United States, with the highest number of submissions from China, the Netherlands and the United Kingdom. Around two thirds of submitting authors in 2019 were men (65%), 39% of manuscripts accepted in 2019 had female submitting authors. Of the 486 submissions received in 2019, 258 (53%) were desk rejected.

| Country of submitting author | Number |
|------------------------------|--------|
| United States                | 169    |
| China                        | 28     |
| Netherlands                  | 26     |
| United Kingdom               | 23     |
| Denmark                      | 20     |
| Brazil                       | 15     |
| Germany                      | 14     |
| Spain                        | 14     |
| Italy                        | 13     |
| Nigeria                      | 10     |

In 2019, we sent 810 reviewer invitations of which 579 (71%) were accepted. 450 individuals completed 579 reviews. We used around 100 first time reviewers in 2019. Each new reviewer is a valuable addition to the JPART community, bringing diverse perspectives to

public administration research and theory. We thank all those who reviewed manuscripts for JPART. Our reviewers provide excellent insights and have expertise in a wide-range of theories and methodologies. This expansion of our reviewer pool demonstrates our commitment to diversifying the evaluation of manuscripts while maintaining high standards in peer review.

JPART uses a rigorous double blind review process. When a paper is submitted to JPART it goes through an initial blind review. At this first stage the editor or an associate editor initially screens the manuscript to assess fit for the journal and the likelihood that the manuscript will be well received by reviewers. The editorial team is looking for manuscripts that are relevant to a broad public administration audience, use sound methods, and extend and build public administration theory. Submissions that do not meet these criteria are desk rejected. Submissions that meet the criteria are designated for review. Manuscripts that are eventually published at JPART typically undergo two to three revise and resubmits. The editorial team is working to prevent authors from doing more than three rounds of revisions.

JPART welcomes submissions on all topics relevant to a public administration audience. In 2019, the most frequent keywords for published articles were performance, collaboration/collaborative governance, public service provision, management, governance, motivation, representative bureaucracy, policy, civil service, and organizations.

### JPART in 2020

#### New Associate Editor

We are happy to welcome a new Associate Editor to our team: Dr. Susan Miller, Associate professor at the University of South Carolina.

Associate editors at JPART make blind review desk reject decisions, select reviewers for manuscripts that go out for review, and work with the editor to make final decisions. They also play a critical role in developing editorial policy at JPART. Associate editors only have access to manuscripts that are assigned to them. They cannot see their own past or present submissions. The editor is the only person with full access to all submission and reviewer data. Thus, associate editors continue to be able to submit manuscripts to JPART.

## 2020 Editorial Board

The 2020 Editorial Board includes 62 tenured faculty from 44 institutions. Eight of these individuals are new to the JPART board, 29 (45%) are women, and 21 (34%) work at institutions outside the United States. Our board members represent top JPART reviewers who have demonstrated a commitment to advancing the mission of the journal. Their service to JPART through expert, timely, developmental reviews helps to shape the content published in JPART and scholarship across the field.

## Nonprofit Call for Papers

In October 2019, with the leadership of two Associate Editors, David Suárez and Stephanie Moulton, JPART issued a call for papers on Advancing Public Administration Research and Theory through Nonprofit Studies. We received 35 submissions from 77 authors. Two-thirds of the submissions were sent out for review. This call for papers has expanded the breadth of submissions to JPART and enabled us to engage a new set of reviewers. Overall, we are pleased with the results of the call and look forward to the contribution these papers will make to the journal and the field.

## Next Steps

With the cancellation of PMRC 2020, we will be providing journal updates online. The editorial team will be meeting virtually to discuss the journal. If you have a concern you would like the editorial team to address, feel free to reach out to me at [mkfeeney@asu.edu](mailto:mkfeeney@asu.edu) or to the journal: [JPART.editor@gmail.com](mailto:JPART.editor@gmail.com). Soon PMRA will be announcing the Beryl Radin Award for the best article printed in JPART in 2019 and we will be announcing our Outstanding Reviewer Awards for 2020.

We want to thank all of you for your continued support of JPART. Your contributions as authors, reviewers, and readers are invaluable. We encourage you to visit JPART's website to sign up for email alerts about new papers, read and cite the excellent work being published at JPART, add new articles to your course syllabi, and continue to submit your best research to JPART. If you would like to be added to our reviewer database, please send an email to [JPART.Editor@gmail.com](mailto:JPART.Editor@gmail.com). You can follow us on Twitter at [@JPART1991](https://twitter.com/JPART1991).

**Mary K. Feeney**

Editor, JPART

## PPMG Spring 2019 Update

Kirk Emerson  
University of Arizona

PMRA's Perspectives on Public Management and Governance (PPMG) is now in its third publication year and going strong. Submissions increased in 2019 by fifty percent over the inaugural year. We have a healthy backlog of Advance Access articles online and in production and have completed our lineup for the last issue of 2020. We are also very pleased with the growing number of PPMG readers and the steady rise in downloads and citations.

The first PPMG 2020 issue 3(1) provided an "Editorial Essay" with more details on the journal's progress during 2019 (<https://doi.org/10.1093/ppmgov/gvaa003>). It is worth repeating the current status on getting the journal ranked. While PPMG is not yet indexed, in 2019 Oxford University Press submitted PPMG for review by Clarivate to be included in the "Emerging Sources Citation Index" (ESCI) which is the first step toward achieving the Web of Science Impact Factor. The ESCI will allow us to start formally tracking PPMG citations.

Also in the first 2020 issue is a "Call to New Authors" (<https://doi.org/10.1093/ppmgov/gvaa002>) that clarifies our expectations for PPMG essay and article submissions. This should be helpful for our "old" authors who are interested in submitted additional manuscripts as well!

Many thanks to our authors, reviewers and the dedicated PPMG co-editorial team, including: Lotte Bøgh Andersen (Aarhus University), Michael Barzelay (London School of Economics and Political Science), Sandra Groeneveld (Leiden University), Patrick Kenis (WU Vienna University of Economics and Business & Tilburg University, Michael Mintrom (Monash University) and Tina Nabatchi (Syracuse University).

For the latest news and information from the

**Public Management  
Research Association**  
please visit our website at:

**[www.pmrnet.org](http://www.pmrnet.org)**

### PMRA Board Creates PPMG Best Article Award

PMRA has created the Camilla Stivers Award for Best Article Published in PPMG in recognition of Professor Stivers' theoretical contributions to public administration scholarship (see accompanying Announcement on p. 10). The nominating committee chaired by Rosemary O'Leary included Patrick Kenis, Norma Riccucci and Nick Petrovsky. The committee's recommendation to the board noted "Strivers' strong contribution to theory, her academic record, diversity considerations, and the creativity of her early, path-breaking work on gender and public administration."

### PPMG's Upcoming Symposium Issue on Organization Theory and Public Management

The forthcoming PPMG issue 3(2) presents a special Symposium on Organization Theory and Public Management, co-edited by Brint Milward and Andrew Whitford. The purpose of the symposium is to reinvigorate scholarly interest in organization theory and to highlight its past and potential contributions to public management research. The set of papers assembled in this symposium issue were first presented at an international workshop hosted by the University of Arizona's School of Government and Public Policy in fall 2018. Invited contributors are recognized as preeminent scholars in public management and organizational theory.

The introductory essay by Andrew Whitford, Brint Milward, Joseph Galaskiewicz and Anne Khademian (<https://doi.org/10.1093/ppmgov/gvaa008>), argues that organization theory is central to the evolution of public management scholarship. In their overview of the papers, they underscore both the contributions classical organization theory made and can still make to the study of public management, and how advances in public management scholarship in organizational networks and routines as well as a variety of new governance arrangements can provide cutting edge research to advance organiza-

tional theory. The co-authors suggest that "the papers in this symposium issue project the possibilities for theory building when our focus is on the dynamics of agency and structure; on the interplay of managed networks and the context within which they operate; on suppression of sensemaking in the clash between organizational logics and predictable practices in an era of unprecedented problems; on renewed appreciation of administrative process, routines and technologies in response to quantitative, problematic measures of behavior; on the transition from "knowing what" to "knowing how" and the role of context and social dynamics in implementation efforts; and on the interplay between institutional integrity and the underlying values of leadership."

Daniel Carpenter's paper (<https://doi.org/10.1093/ppmgov/gvz025>) refreshes our interest in categories through an analysis of James Q. Wilson's pioneering work and a forceful critique of the current state of categorization in much public management research. He argues for more careful use and development of categories in our contemporary public management theory building and research designs.

Working at the intersection of public management and sociology, Martha Feldman (<https://doi.org/10.1093/ppmgov/gvz033>) crafts a compelling argument about two competing logics that inform and confound our theory and empirics: a logic of probability (driven by a focus on causation) and a logic of possibility (guiding the practice and context of public management). She demonstrates the tensions these logics create and how scholars might address them through the study of organizational routines in action.

Patrick Kenis and Jörg Raab (<https://doi.org/10.1093/ppmgov/gvaa005>) borrow from classic organizational theory to explore task allocation and division, information and rewards within organizational networks. They illustrate this theoretical repurposing through a case involving the management of housing expenses in a Dutch municipality.

Building grounded theory from an extended case of managing a catastrophic fire response, Branda Nowell and Joseph Stutler (<https://doi.org/10.1093/ppmgov/gvz028>) illustrate and theorize about how organizational characteristics - sensemaking and standard operating procedures - can inhibit or "inoculate" public managers from recognizing an unprecedented high risk situation.

The Public Management Research Association improves public governance by advancing research on public organizations, strengthening links among interdisciplinary scholars, and furthering professional and academic opportunities in public management.

Jodi Sandfort and Stephanie Moulton (<https://doi.org/10.1093/ppmgov/gvz029>) integrate institutional structures and human agency in their analysis of implementation systems. They focus on the processes of structuration – how actors use rules, routines, culture and resources – to influence public organizational performance.

Wolfgang Seibel (<https://doi.org/10.1093/ppmgov/gvaa006>) returns us to the importance of formal organizational theory to our understanding of public organizations. In the ongoing search for balance between institutional integrity and bureaucratic autonomy, Seibel highlights the critical roles of structure, leadership and basic public values, including fundamental democratic values.

Through a rich literature review on network effectiveness and organizational theory, Julia Smith (<https://doi.org/10.1093/ppmgov/gvz032>) demonstrates that much network research has been making good use of organizational theorizing. Gaps remain, however, and Smith identifies several, in particular, the mismatch between configurational theory and the absence of configurational methods, as well as the importance of exploring the dynamics of networks and their development over time.

This symposium issue demonstrates that while organizational theory has continued to influence public management research into the 21st century in many ways, there are many more opportunities to enrich our scholarship by more explicit attention to these theoretical roots and much that can be given back to enhance future organizational theory as well.

**Kirk Emerson**  
Editor, PPMG



## A Message from the Secretariat:

The PMRA Secretariat would like to welcome two (returning!) members. First, **Rosemary O'Leary** is now Manager of the Secretariat and Treasurer, replacing Heather Getha-Taylor, who served in this role since August 2018. Rosemary previously served as President of PMRA and remains an active member of the organization as Past President. Thank you for your continued service, Rosemary!

Second, **Andrew Osorio** is now serving as Assistant to the Secretariat. The outgoing Assistant to the Secretariat, Justin Moen, served in this role during the 2019-2020 academic year. Thank you for your service, Justin! Andrew previously served as Assistant to the Secretariat and we appreciate his willingness to serve again. Welcome back, Andrew!

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## Future conference sites:

### PMRC2021

at University of Hawai'i - Mānoa

### PMRC2022

at Arizona State University  
w/ University of Arizona

### PMRC2023

at Utrecht University

## PMRA Awards

### *The 2020 H. G. Frederickson Award for Career Contributions in Public Management Research*

The Public Management Research Association is pleased to announce that the winner of the 2020 H. George Frederickson Award is **Norma M. Riccucci**, Board of Governors Distinguished Professor of the School of Government and Public Affairs and Administration at Rutgers University.

The Frederickson Award honors a senior scholar for career contributions to the field of public management. The committee used two sets of criteria for decision making: (1) scholarly contributions to the intellectual development of public management, and (2) professional capital contributions to the development of the field (e.g., journal development, contributions to PMRA and other organizations, coordination of conferences, mentoring, and other means of sharing scholarship and information).

Norma's nomination stood out to the committee for several reasons. First, Norma's scholarly contributions to public management are broad and deep. She is best known for her research on representative bureaucracy, social equity, and the employment patterns of underrepresented groups. This research has been inspiring both for practitioners and academics. Norma's research embodies the spirit of George Frederickson's call to embrace new issues in the field, and to not shy away from difficult and critical questions that challenge dominant thinking.

Second, Norma's professional contributions to the development of the field are substantial. She has been an exemplary citizen for our field, including serving in leadership roles for national and international conferences, journals, and mentoring junior scholars. She also served in leadership roles with PMRA, including as a past president and as a board member of the association. The year 2020 marks more than 35 years of Norma's continuous research, teaching, and service contributions to the fields of public administration and management. We are delighted to honor Norma's contributions with the prestigious Frederickson Award.

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"I am honored to be the recipient of the 2020 H. George Frederickson Award for a number of reasons. First, George has been a major inspiration for my lifelong work, indeed, my career. George opened the door for scholars interested in research on social equity. He gave weight to the importance of social equity in the field, by establishing it as the "third" pillar of public administration. I am further honored to receive this award from the PMRA, a collection of scholars interested in promoting and advancing research in the area of public management. I have been connected to this prestigious group almost since its inception, having served as one of PMRA's Presidents.

It is an honor to receive the Frederickson Award from this most esteemed organization."

- **Norma M. Riccucci**  
Rutgers University, Newark

*Committee members:* Stephanie Moulton (Ohio State University), Jenny Lewis (University of Melbourne), Greta Nasi (Bocconi University), and Shui Yan Tang (USC)

### *The 2020 Beryl Radin Award for Best Article Published in JPART*

A committee chaired by Professor Sean Nicholson-Crotty, with Professors Frances Berry, Sebastian Jilke, Jeannette Taylor and Lars Tummers as members, reviewed all articles in JPART 2019 on behalf of the Public Management Association. The committee unanimously selected **John B. Holbein** and **Hans J G Hassel's** article "**When Your Group Fails: The Effect of Race-Based Performance Signals on Citizen Voice and Exit**" (PPMG Volume 2, Issue 2, June 2019, Pages 139–154) for this award.

While there were a great many high-quality articles published in JPART during 2019, the Committee selected the paper by John Holbein and Hans Hassell for the Beryl Radin Award because of its novel and significant contribution our understanding of the use of performance information by citizens. The authors develop a compelling theoretical argument that citizens from different races will respond differently to cues about the performance of racial subgroups within public organizations. Through sophisticated analyses of a unique data set containing administrative data from schools and more than 7 million voter records, the authors demonstrate that white and black citizens respond differently to race-based performance information from schools, which ultimately changes not only the racial make-up of schools, but also the composition of local elections.

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"We are very grateful to the JPART Beryl A. Radin Best Article Award 2019 committee (Sean Nicholson-Crotty, Frances Berry, Sebastian Jilke, Jeannette Taylor, and Lars Tummers) for their selection of our paper. When researching this topic, we were concerned that differences in how racial groups act and react to new information are often unaccounted for by policy makers. We were interested in the idea and concerned that policy makers, through their provision of information, might inadvertently be sending different signals to different racial groups. Our paper shows that citizens of different individual backgrounds react to performance information in different ways that public administration scholars and practitioners should further consider."

- **John Holbein**  
University of Virginia

- **Hans Hassel**  
Florida State University

## PMRA Awards continued...

### *The 2020 Camilla Stivers Award for Best Article Published in PPMG*

A committee chaired by Professor Gene A. Brewer with Professors Rachel Ashworth and Sharon Gilad as members reviewed all articles in PPMG 2019 on behalf of the Public Management Association. The committee unanimously selected **Joris van der Voet's** article "**Organizational Decline and Innovation in Public Organizations: A Contextual Framework of Cutback Management**" (PPMG Volume 2, Issue 2, June 2019, Pages 139–154) for this award.

The committee believes this paper stands out for its timely and important contribution to public management theory and research. As stated in the abstract, the cutback management literature currently lacks a theoretical framework that accounts for the relationship between cutback management strategies and innovation in the face of decline. This paper fills that need by articulating a theoretically grounded framework consisting of propositions that clarify the anticipated relationships between cutback management strategies, organizational innovation, and organizational context. As such, we believe the paper will likely stimulate future research on cutback management and ultimately improve public management practice.

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"It is a great honor to receive the Camilla Stivers Award for the best article in Perspectives on Public Management and Governance. I am happy and humbled to receive this recognition from my peers of the Public Management Research Association. As we are likely to approach a new period of economic downturn and declining financial prospects for public organizations as a consequence of the COVID-19 pandemic, I hope that my article provides a helpful framework to inform future research endeavors about cutback management, financial decline and organizational innovation. I thank PPMG's editor, professor Kirk Emerson, for her excellent guidance in the review process, as well as the constructive and in-depth feedback provided by the three anonymous reviewers. Furthermore, I thank professor Sandra Groeneveld and professor Ken Meier for encouragement and helpful commentary during my work on this article, and I thank the Netherlands Organization for Scientific Research (NWO) for supporting this research financially through the *Vernieuwingsimpuls Veni* grant."

- **Joris van der Voet**  
Leiden University

### *The 2020 Best Dissertation Award*

Professor **Miyeon Song** is the recipient of the 2020 PMRA Best Dissertation Award (for a dissertation defended in 2020). Professor Song's dissertation, entitled **Managing Public Services: The Role Of Nonprofit, For-Profit, And Governmental Organizations**, addresses how organizations from the three sectors contribute to and are credited with successful public service provision and delivery.

Drawing on the context of the US healthcare system, Professor Song provides compelling theoretical and empirical insights into the environmental, managerial and individual-perceptual dynamics that shape service quality. Song's findings extend and underscore the pivotal role of publicness. Public and nonprofit organizations face unique challenges—at the environmental and individual level—but organizations in these sectors also draw on unique managerial strategies and environmental advantages. For example, Dr. Song's findings underscore that market competition can be negative for for-profit service deliverers, but beneficial for government and nonprofit service organizations.

The committee was particularly impressed with Dr. Song's use of archival and original data to bring together multiple, pressing lines of PA inquiry: organizational performance, citizen perceptions, publicness, environmental contingencies and networking. Professor Song's dissertation has practical relevance in terms of health care delivery but also in approaching service-delivery across the wide variety of policy areas where public, nonprofit and for-profit organizations operate.

Professor Song is a graduate of Texas A&M University. Her dissertation committee was comprised of Professors Kenneth J. Meier, Ian R. Turner, Maria C. Escobar-Lemmon and Justin B. Bullock.

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"I am deeply honored and humbled to be the recipient of the 2020 PMRA Best Dissertation Award. It means so much to me to receive this award from the prestigious PMRA. I would like to first thank my wonderful advisor Dr. Kenneth J. Meier and my dissertation committee members for their tremendous support. I would also like to sincerely thank the award committee for this incredible honor. Thank you very much."

- **Miyeon Song**  
University of South Carolina

### *2020 PMRA Best Dissertation Committee :*

Robert K. Christensen (Brigham Young University), Milena Neshkova (Florida International University), Gregory Porumbescu (Rutgers University), and Ling Zhu (University of Houston).

*Best Dissertation Honorable Mention*

Professor **Adam Hayes's** dissertation, entitled **Four Essays on Decentralized Markets in Management**. In his impressive dissertation, Dr. Hayes empirically examines the information brokers in creating and facilitating markets to achieve policy goals. Dr. Hayes examines municipal bond markets and fishing quota markets to analyze these dynamics. His findings suggest that networked behaviors influence market efficiencies, with practical implications that include lower costs for governments.

Professor Hayes is a graduate of University of Washington. His dissertation committee was comprised of David F. Layton, Justin Marlowe, C. Leigh Anderson and Alan C. Haynie.

"I'm immensely grateful to the committee for taking the time to thoughtfully review all of the submissions this year, particularly in light of the delay of the annual conference. While completing the doctoral dissertation was a rewarding experience, it was also a long and sometimes grueling and isolating one as well. To have my work reviewed and recognized by the committee as exemplary in some way is such a gratifying way to conclude this stage of my career. My deepest thanks to my advisor and committee chair, David Layton, and the rest of my committee, Leigh Anderson, Justin Marlowe, and Alan Haynie, as well as my fellow doctoral students who gave me a lot of feedback and support along the way."

- **Adam Hayes**

*Upcoming Award(s):**The Meier PMRC Travel Inclusion Award*

PMRA is delighted to announce the creation of the Meier PMRC Travel Inclusion Awards. These awards will support PhD students from underserved populations in the U.S. to attend PMRC meetings, thanks to the generous fund endowment by Professor Kenneth J. Meier (Distinguished Scholar in Residence, School of Public Affairs, American University).

The call for applications will be announced in advance of the 2021 PMRA Conference. Please watch for those details as well as details on how PMRA members can contribute to the Meier PMRC Travel Inclusion Awards fund.

The board is extremely grateful for Professor Meier's exceptional support. We believe that these awards represent an important and significant contribution to public management scholarship.

**Thank you, Ken!**

The Public Management Research Association *improves public governance* by advancing research on public organizations, strengthening links among interdisciplinary scholars, and furthering professional and academic opportunities in public management.

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**Public Management  
Research Association**  
please visit our website at:

**[www.pmranet.org](http://www.pmranet.org)**

## Thank you for your service...

The Public Management Research Association thanks University of Kansas professor **Heather Getha-Taylor** for ably managing the PMRA Secretariat for the last two years. Heather was always the supreme professional and we are so grateful for all the hours she volunteered to keep the Association running smoothly. Heather has left big shoes to fill. Her competence, emotional intelligence, and smiling face will be missed. Thank you, Heather!

PMRA also thanks University of Kansas PhD student **Justin R. Moen** for staffing the Association this year. Justin never turned down an assignment. His strong work ethic as well as his "can do" attitude are greatly appreciated. We are grateful for Justin's outstanding service. Thank you, Justin!

# Comings & Goings

## Awards & Achievements

**Sarah Deer**, Professor at the University of Kansas School of Public Affairs & Administration was awarded \$200k through the prestigious Carnegie Fellowship to support her research concerning the intersection of Native American law and violence against women.

The University of Kentucky Center for Poverty Research awarded Truman School Associate Professor **Dr. Irma Artega** a \$250K grant to fund Dr. Artega's research studying the effects of SNAP benefits on medication and health care use for senior adults with chronic conditions.

## New Positions & Promotions

**Cullen C. Merritt** was promoted to associate professor with tenure in the Paul H. O'Neill School of Public and Environmental Affairs at Indiana University-Purdue University Indianapolis (IUPUI).

The ASU School of Public Affairs is proud to announce the placement of two recent PhD graduates. They will be starting tenure-track assistant positions in the Fall of 2020:

- **Dr. Leonor Camarena**, Assistant Professor, Rutgers University - Newark
- **Dr. Fengxiu Zhang**, Assistant Professor, George Mason University

The University of Wisconsin–Madison's La Follette School of Public Affairs is adding six faculty in fall 2020, nearly doubling its faculty size in the past year. Joining the La Follette School are:

- **Christine Durrance**, Associate Professor of Public Affairs; she received her PhD in economics from the University of Florida
- **Morgan Edwards**, Assistant Professor of Public Affairs; she received her PhD in data, systems, and society from Massachusetts Institute of Technology
- **Philipp Koellinger**, Professor of Public Affairs; he received his PhD in economics and management science from Humboldt-University Berlin
- **Reed Lei**, Assistant Professor of Public Affairs and Political Science; he expects to receive his PhD in comparative

politics and political economy from New York University in May

- **Ross Milton**, Assistant Professor of Public Affairs; he received his PhD in economics from Cornell University
- **Sam Trejo**, Assistant Professor of Public Affairs and Sociology; he received his PhD in sociology and education, and economics and education from Stanford University
- **Mariel Barnes**, Assistant Professor of Public Affairs (fall 2021); she received her PhD in government, comparative politics, and international relations from Cornell University

**Dr. Aram Hur** joined the Department of Political Science and Truman School of Public Affairs as an Assistant Professor in 2019. Previously, she was a Provost Postdoctoral Fellow at New York University and a 2018-19 U.S.-Korea NextGen Scholar selected by the Center for Strategic and International Studies.

USC Price School Dean **Jack H. Knott** will be stepping down to become Dean of the NYU Steinhardt School of Culture, Education, and Human Development. Professor **Dana Goldman**, Director of the world-renowned Schaeffer Center for Health Policy and Economics at the Price School and Distinguished Professor of Public Policy, Pharmacy, and Economics, will serve as interim dean, effective July 1.

The USC Price School of Public Policy congratulates:

- **Jason Doctor** on his promotion to Professor of Public Policy and appointment as the Norman Topping National Medical Enterprise Chair in Medicine and Public Policy. Dr. Doctor also serves as Chair of the Department of Health Policy and Management and Director of Health Informatics at the USC Schaeffer Center at the Price School.
- **Emma Aguila** on her promotion to Associate Professor of Public Policy. Dr. Aguila is an international expert in the economics of aging.
- **Alice Chen** on her promotion to Associate Professor of Public Policy. Dr. Chen's work covers health economics, labor economics and applied microeconomics.
- **Nicolas Duquette** on his promotion to Associate Professor of Public Policy. Dr. Duquette's expertise includes non-profit economics, public finance and economic history.
- Associate Professor **Juliet Musso** on her promotion to Vice Dean for Academic Affairs at USC Price.

- Price School upcoming Ph.D. graduate **Zeewan Lee** will become an Assistant Professor of Economics in the School of Public Policy at the National University of Singapore (NUS).
- Price School upcoming Ph.D. graduate **Julia Harten** will become an Assistant Professor and Canada Research Chair in Planning in the School of City and Regional Planning at the University of British Columbia.
- Price School upcoming Ph.D. graduate **Hue-Tam Jamme** will become an Assistant Professor at Arizona State University.
- Price School upcoming Ph.D. graduate **Linna Zhu** will become a Research Associate in the Housing Finance Policy Center at the Urban Institute.
- Price School upcoming Ph.D. graduate **Yingying “Yolanda” Zhu** will become a Postdoctoral Research Fellow at Tufts Medical Center.

## Join or Renew your PMRA Membership Today..

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<https://academic.oup.com/jpart/subscribe>

*PLUS*, when you purchase membership to PMRA you also receive a subscription to JPART and PPMG.

## Book Publication

In April 2020, **Steven Putansu**'s book *Politics and Policy Knowledge in Federal Education: Confronting the Evidence-Based Proverb* was published by Palgrave-Springer (<https://bit.ly/2VmzbJ6>). The book strives to enhance the role of policy knowledge derived from data, information, and evidence in policy discussions and debates, and for understanding and improving the effectiveness, efficiency, and equity of government action.

In March 2020, the 3rd edition of **Rosemary O'Leary's** *The Ethics of Dissent: Managing Guerilla Government* was published by CQ Press. The book analyzes public servants seeking to work through moral and legal obligations during times of political challenge.

# Management Matters

## THE PMRA NEWSLETTER

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