



PUBLIC VALUES

DEFINITION OF VALUES

"A value is a conception,

explicit or implicit,

distinctive of an individual or characteristic of a group,

of the desirable,

which influences the selection from available modes, means and ends of action" (Kluckhohn, 1962)



PUBLIC VALUES

Values are

- a mental construction, not an artefact
- not necessarily explicit
- not only words, they must be acted upon
- notions of the desirable

The empirical study of values is not easy



PUBLIC VALUES

| Value type | Grounds of value | Psychological faculty | Philosophical orientations |
|--------------|------------------|------------------------------|--|
| 1. Desirable | Principles | Conviction Conscience | Religion Existentialism Intuition |
| 2A. | Consequence | Cognition | Utilitarianism |
| 2B. | Consensus | Reason Thinking | Democratic liberalism |
| 3. Desired | Preference | Affect Emotion Feeling | Rational choice Behaviorism Hedonism |



PUBLIC VALUES

THE DANISH INVESTIGATIONS

- Values mentioned in the *research literature*
- Long-term development of values embedded in *formal rules*
- Survey to *public managers* in all types of public organizations
- Analysis of written *value statements*
- Case-studies of four *producing public organizations*
- Case-studies of five *regulating organizations*
- Content analysis of *public debates on outsourcing*



PUBLIC VALUES

THE GENERAL PUBLIC ETHOS I

Values held by public managers

Independent professional standards

General societal responsibility

Public insight

Judicial values (e.g. legality, due process)



PUBLIC VALUES

THE GENERAL PUBLIC ETHOS II

Political accountability

Users' influence

Effectiveness

Listening to the public opinion



PUBLIC VALUES

THE GENERAL PUBLIC ETHOS III Qualities of the core personnel

Most important:

- Professionalism
- Personal integrity
- Capacity to cooperate with others

Least important:

- A sense of politics
- Flair for economizing
- Risk taking



PUBLIC VALUES

THE GENERAL PUBLIC ETHOS VI *Factors of motivation*

Most important – factors related to the task or cause:

- Professional commitment
- Personal development on the job
- Good working environment
- Good relations to users

Medium important – factors related to hierarchy/system:

- Commitment to organizational mission
- Good relations to superior authorities
- Acknowledgement of budgetary constraints

Least important – factors related to personal gain:

- Good payment
- Career opportunities



PUBLIC VALUES

THE GENERAL PUBLIC ETHOS V

***ONE IS SUPERIOR TO OTHERS
IN ORDER TO SERVE OTHERS***

THE BALANCE:

An emphasis on *serve others* associates to public interest, altruism, dignity.

An emphasis on *superior* associates to arrogance, pride, self-complacency



PUBLIC VALUES

THE GENERAL PUBLIC ETHOS VI

Mechanisms of diffusion:

- The educational background of public managers
- Socialization in public organizations
- Leadership recruitment

Sources of the public ethos:

- The absolute monarchy (17th century)
- The rechtsstaat (18th century)
- Political democratic culture (19th century)
- Protestantism (16th century)



PUBLIC VALUES

A WORKPLACE ETHOS I: "ZEITGEIST LIGHT"

Most popular values:

- **Accountability**
- **Respect**
- **Development**
- **Cooperation**
- **Quality**
- **Openness**
- **Trust**
- **Commitment**
- **Professionalism**

Least popular value:

Growth



PUBLIC VALUES

A WORKPLACE ETHOS II: "ZEITGEIST LIGHT"

Values in particular popular in "soft" organizations:

- Understanding
- Creativity
- Concern
- Trust
- Confidence



PUBLIC VALUES

A WORKPLACE ETHOS III: "ZEITGEIST LIGHT"

Sources of workplace ethos

- Christian ethics
- Boy Scout values
- Common sense
- Human resource management



PUBLIC VALUES

PROFESSIONAL ETHOS I

The library:

Equality

Reason

Enlightenment

Democracy



PUBLIC VALUES

PROFESSIONAL ETHOS II

The church

Benevolence, Solitude
Confidence, Protection
Community, Solidarity

All artefacts

Continuity
Hierarchy
Social control
Integration



PUBLIC VALUES

PROFESSIONAL ETHOS III

The prison

A decent life

Normality

A-normality (all artefacts)

Not

Law and order

Punishment

Atonement

Rehabilitation



PUBLIC VALUES

PROFESSIONAL ETHOS IV

The hospital

User orientation
Professionalism
Specialization
Scientism



PUBLIC VALUES

VALUE DYNAMICS: MODELS OF CHANGE

1. New values crowd out old values
2. Values have different pulsation
3. New values overlay old values as sediments
4. New values supplement old values



PUBLIC VALUES

5. New values emerge from old values

- Pendulum dynamics
- Enlargement of the scope
- Gradual refinement
- Conflict and turbulence