

NIG COMPETITION FOR POST DOC POSITION 2008 APPLICATION FORM

1. Details of applicant

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2. Date of doctorate (or projected date):

Defended *cum laude* on June 19th 2008

3. Title of research proposal

In Dutch: *Elite Ethiek. De Waarden en Motieven van hen met Publieke Macht.*

In English: *Elite Ethics. The Values and Motives of Those with Public Power.*

4. Abstract (100 words)

What drives and guides the leaders of modern democracies and bureaucracies: their personal values and motives, the value systems of the institutions that employ them or the values of their constituencies? Surprisingly, not much is known about the values and motives of those who govern us, and how these are related to each other. Scholars have addressed parts of the puzzle but an integrated picture is lacking. This is exactly the ambition of the proposed research, with the following central research question:

Which personal, institutional and public values and motives drive and guide political and bureaucratic leaders in Western democracies?

5. Five keywords to indicate content of research proposal

Public values, Public service motivation, Public management, Administrative ethics, Leadership

6. Host institution

VU University Amsterdam, Faculty of Social Sciences, Department of Public Administration and Organization Science

7. Setting within Research Group

The applicant is a member of the research group *Integrity of Governance*. This group, which started in 2003 with the appointment of prof. Huberts on a strategic chair with the same name, has become rather unique in its kind with regard to size, scope, and focus. Presently, 17 members, ranging from fulltime tenured staff to external research fellows, study the increasing attention for the integrity and ethics of governance. A number of projects of the integrity research group focus at clarification of the concepts used and the phenomena studied. Other projects are more empirical, focusing on the integrity perceptions, values, and integrity violations in the public and private sector. A third subprogram focuses on integrity institutions, policies and management.

This research proposal fits with the objective of the research group to further diversify and internationalize the topics of research, and making ethics and integrity part of a broader program on what constitutes and what contributes to 'good governance' (as formulated in the new research program 'Dynamics of Governance' 2006-2010). Part of that strategy entails connecting the ethics and integrity research to other yet related research fields and bodies of literature, such as public and private management and governance in general, managerial and organizational performance, ethics, integrity, and law, and public service motivation (PSM). Where needed, additional funding will be arranged to cover research expenditures and travel costs of the applicant.

It has become a tradition within the research group to join forces and collaborate on (externally funded) research projects, combining complementary skills and expertise, and this has resulted in a rapidly increasing number of jointly written international articles and contract research reports since 2005. This proposal will also, wherever possible, contribute to as well as profit from current research projects, such as a comparative study on PSM and Ethics for an edited book volume, and a planned research project on safeguarding public values in public private partnerships (PPPs), for which a value survey has to be developed that can be – in part – combined with the survey as it is proposed in this project. These experiences will ensure that the proposed output of this project will be realized in time (see also the list of publications of the applicant, including several co-authorships with different research group members).

The progress of the research project will also be enhanced through the use of the extensive international network of the research group and the applicant; partly within international forums EGPA (Study Group on Ethics and Integrity of Governance since 2003) and ASPA (Ethics Section memberships) and partly through the individual contacts of the applicant with senior researchers in Europe and the U.S. Working together within these networks has resulted in a number of successful conferences (Leuven 2005, Milan 2006, Amsterdam 2007, Washington 2007, Amsterdam 2009 to be organized), symposium issues of international journals (*Public Integrity* 2005, 2007 and 2008, *Public Administration Quarterly* 2006 and 2007), and international reviewed books (on *New developments in the ethics and integrity of governance*, Edward Elgar, 2007, and on *Local Integrity Systems*, 2008, M.E. Sharpe).

The following influential international scholars will contribute to the scope and progress of the project by acting as advisors, active participants and recruiters, and co-authors of journal articles: prof. Barry Bozeman, prof. Hal Rainey and dr. Gene Brewer (University of Georgia, USA), prof. Frank Anechiarico (Hamilton College, USA), prof. Alan Lawton (Hull University, UK), dr. Patrick von Maravic (Zeppelin University, Germany), Aive Pevkur M.Sc. (Tartu University, Estonia), dr. Odette Tomescu-Hatto (l'Institut d'Etudes Politiques, France) and dr. Emile Kolthoff (Director of the Office for Local Integrity, VU University, NL). The Council for Public Administration (in Dutch: ROB) of the Ministry of the Interior that is working on a research program on public values, will assist in recruiting respondents and, if necessary, contribute to the project by providing additional funding.

8. Intended start of the project

September 1st 2009

9. Description of the proposed research (2000 words)

9a. Research topic

Public values have been at the forefront of many recent debates in Public Administration in different shapes and forms. Sometimes it seems like everybody is discussing public values, but it turns out that very different things are addressed within the same debate. Some authors discuss the safeguarding of public values in a time of privatization (De Bruijn and Dicke 2006) or economic individualism (Bozeman 2007), or reconciliation of public values in a time of business-like public management philosophies (Kernaghan 2000; Frederickson 2005). Others address public values in general and propose sets of public values (Gregory 1999; Tait 1997) or derive specific sets of public values through empirical research (Beck Jørgensen 2006; Kernaghan 2003; Schmidt and Posner 1986; Van der Wal et al. forthcoming). Subsequently, the examples of *public* values that are mentioned in the literature differ widely (cf. De Bruijn and Dicke 2006: 718). The first category concerns more those public values at the level of societies and democracies, while the second focuses on those values that (should) guide public sector employees, organizations and policies.

Research on two themes has made considerable progress during the last decade with regard to conceptualization, methodology and accumulation of research findings. First, there is the administrative ethics debate on which (organizational) values are and should be associated with the public service, which has increasingly been supported by empirical research efforts (e.g., Posner and Schmidt 1986; Kernaghan 2003; Vrangbaek 2006; Beck Jørgensen 2006; Beck Jørgensen and Bozeman 2007; Van der Wal et al. forthcoming). Second, there is the proliferation of empirical work during the last decade on public service motivation (PSM), which concerns individual values and motivations of public sector employees, mostly in the form of surveys (e.g., Buelens and Van den Broeck, 2007; Lyons et al. 2006; Stackman et al. 2006).

The two bodies of literature developed quite independently from each other, which is surprising since they both concern closely related issues: the specific motivation of individuals to choose for, pursue and maintain employment in the public service and the adherence to specific values and norms that accompany government employment and conduct. Given the apparent research lacuna in relating and aligning different types of public values, a study that combines the two is paramount. In addition, not much is known about the influence on politicians and public managers of more general public values (cf. Bozeman 2007), those at the level of the societies and constituencies. By studying the interplay between these three moral spheres of influence, a first bridge can be built between the different types of motives, qualities and standards that influence the choice of action of those that govern modern societies. It can be hypothesized that there are different conceptions of 'the public', 'the public interest' and what constitutes a 'public value' between both groups (cf. Bozeman 2007; van der Wal 2008), but also between different countries (cf. de Vries 2002).

A number of additional choices are important. First, the explicit choice to focus on *politicians* and *public managers* (see Noordegraaf 2004) as the research population in this project. These groups of government functionaries can be expected to have more influence on the workings of public organizations and a more informed view on decision-making processes than the average street-level bureaucrat. Their career paths arguably result in considerable variation in their individual work values systems; it can be hypothesized that some of the managers have chosen deliberately to join the public service a long time ago, while others have a more general (private sector) management background, and have chosen their job for career prospects or as a management challenge in general. Finally, by limiting the study to these two populations confounds relation to occupation type (Lyons et al. 2005) are avoided.

Second, it is highly relevant to compare political and bureaucratic value orientations across countries. In many Western countries, the significance of values and norms was emphasized in recent elections and policy programs - think of the decisive role of the 'value voters' (Green et al. 2006) in the previous US presidential elections, but also of the emphasis on values and norms by President Sarkozy in France and Prime Minister Balkenende in the Netherlands¹. However, not much is known about the values of these public leaders themselves. Moreover, an international comparison is challenging and innovative, because almost all empirical studies on values concern one single country. The countries that are selected for the study on Western democracies are Australia, the US and EU member-states that together represent the EU with all its internal diversity (the Netherlands, France, Germany, Denmark, Italy and Estonia, to start with). Apart from being representative for a certain type of democracy, their administrative systems differ enough, with regard to hiring and electing, rotating, promoting and remunerating politicians and public managers, so that interesting differences can be expected, but not so much that they are incomparable. Second, the level of English reading and writing among the research population in a large number of the participating countries (for non-English speaking participating countries a native speaking scholar will translate the questionnaire) makes it more convenient to distribute a web-based questionnaire in English. Third, more pragmatically, established research contacts in the mentioned countries will facilitate the recruitment and participation of respondents.

Research question

These considerations lead to the following research question:

Which personal, institutional and public values and motives drive and guide political and bureaucratic leaders in Western democracies?

9b. Approach

To study the objects of research, four types of data collection are proposed within a triangulatory research design.

Research phase I: Literature review

A literature review will be conducted on the differences and similarities between individual (work) values in the PSM literature and public service values in the administrative ethics literature. The values (in the PSM literature sometimes referred to as 'dimensions' or 'traits') that can be distinguished will be contrasted and compared, and multiple sets of values will be deduced for further study.

Research phase II: Exploratory interviews and research hypotheses

Because the interpretation and actualization of specific values differ between regions and countries, the second step in the project is to conduct a concise number of exploratory interviews (20 in total) in the form of focus groups (comparable to the Delphi method, e.g., Rowe and Wright 1999). This way, the review results can be discussed, so that the values can be contextualized and the most relevant values are selected for the survey study with the proper description and definition. In addition, these interviews serve the purpose of establishing contacts and recruiting respondents for the survey study and the second interview phase. Hypotheses will be formulated on the importance of specific values and the importance of and the specific relations between specific values in the participating countries.

¹ See e.g., <http://edition.cnn.com/2007/WORLD/Europe/04/23/france/election/index.html>, <http://www.iht.com/articles/2007/01/14/news/france.php>, <http://www.wrr.nl/content.jsp?objectid=2783>

Research phase III: Large-scale online survey-study

The third component of the project consists of a web-based survey study. Based upon the VU software module Examine an online questionnaire will be developed and distributed, and remain online for an extensive period (the software allows that participants from countries join later in the process). In order to obtain at least a thousand completed questionnaires, 3000 politicians and public managers will be addressed through an announced e-mail message (intranet and newsletters).² By asking about the values of colleagues and by making sure different groups of managers answer different parts of the questionnaire, a 'common method bias' (Podsakoff et al. 2003) is prevented: i.e., asking the same group of respondents about (the congruence between) their individual values and institutional and public values.

Research phase IV: Series of in-depth qualitative interviews

The fourth component consists of at least 30 elite interviews in the EU, Australia and the US with (former) top-level politicians, such as mayors and (prime)ministers, and (former) public managers, such as agency heads and secretary-generals. In in-depth conversations it will be analyzed what drives and guides the leaders of modern democracies and their institutions, how they conceptualize the values that they are expected to realize and what is valued most when crucial decisions have to be made (as a follow up on the survey). The data will be analyzed with Atlas.ti 5.0 or Nvivo, software tools that allow the systematic mapping of qualitative data.

9c. Literature references

- Beck Jørgensen, T. (2006). Public Values, their Nature, Stability and Change: The Case of Denmark. *Public Administration Quarterly* 30 (4): 365-398.
- Beck Jørgensen, T. and Bozeman, B. (2007). The Public Values Universe: An Inventory. *Administration & Society* 39 (3): 354-381.
- Bozeman, B. (2007). *Public Values and public interest. Counterbalancing Economic Individualism*. Washington: Georgetown University Press.
- Bruijn, H. de and Dicke, W. (2006) Strategies for Safeguarding Public Values in Liberalized Utility Sectors. *Public Administration* 84 (3): 717-735.
- Buelens, M. and van den Broeck, H. 2007. An Analysis of Differences in Work Motivation between Public and Private Sector Organizations. *Public Administration Review* 67 (1): 65-74.
- de Vries, M. 2002. Can you afford Honesty? *Administration & Society* 34 (3): 309-334.
- Frederickson, H.G. 2005. Public Ethics and the New Managerialism: an Axiomatic Theory. in H.G. Frederickson and R.K. Ghere (eds), *Ethics in Public Management*. New York/London: M.E. Sharpe, pp. 165-183.
- Green, J.C., Rozell, M.J. and Wilcox, C. (eds.) (2006). *The Values Campaign? The Christian Right and the 2004 Elections*. Washington D.C.: Georgetown University Press.
- Gregory, R. J. (1999). Social Capital Theory and Administrative Reform: Maintaining Ethical Probity in Public Service. *Public Administration Review* 59 (1): 63-76.
- Kernaghan, K. 2000. The post-bureaucratic organization and public service values. *International Review of Administrative Sciences* 66: 91-104.
- Kernaghan, K. 2003. Integrating Values into Public Service: The Values Statement as Centerpiece. *Public Administration Review* 63 (6): 711-719.
- Lane, J.E. 1994. Will public management drive out public administration? *Asian Journal of Public Administration* 16 (2): 139-151.
- Lyons, S.T., Duxbury, L.E. and Higgins, C.A. (2005). Is the Public Service Ethic in Decline? Paper presented at the *Ninth International Research Symposium on Public Management (IRSPM IX)*, 6-8 April, Bocconi University, Milan, Italy.
- Lyons, S.T., Duxbury, L.E. and Higgins, C.A. (2006). A comparison of the values and commitment of private sector, public sector, and parapublic sector employees. *Public Administration Review* 66 (4): 605-618.

² A response between 30 and 40 percent for this population might be expected, based on the response to previous comparable studies (e.g., Goss 2003; Posner and Schmidt 1993, 1996; Schmidt and Posner 1986).

- Noordegraaf, M. (2004). Management in het publieke domein. Issues, instituties en instrumenten. Bussum: Coutinho.
- Perry, J.L. (1996). Measuring Public Service Motivation: An Assessment of Construct Reliability and Validity. *Journal of Public Administration Research and Theory* 6 (1): 5-22.
- Perry, J.L. (1997). Antecedents of Public Service Motivation. *Journal of Public Administration Research and Theory* 7(2): 181-197.
- Podsakoff, P.M., MacKenzie, S.B., Lee, J-Y and Podsakoff, N.P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of Applied Psychology* 88 (5): 879-903.
- Posner, B.Z. and Schmidt, W.H. (1993). Value congruence and differences between the interplay of personal and organizational value systems. *Journal of Business Ethics* 12 (2): 341-347.
- Posner, B.Z. and Schmidt, W.H. (1996). The values of business and federal government executives: More different than alike. *Public Personnel Management* 25 (3): 277-289.
- Rowe, G. and Wright, G. (1999). The Delphi technique as a forecasting tool: issues and analysis. *International Journal of Forecasting* 15 (4): 351-381.
- Schmidt, W.H. and Posner, B.Z. 1986. Values and Expectations of Federal Service Executives. *Public Administration Review* 46 (4): 447-454.
- Stackman, R.W., Connor, P.E. and Becker, B.W. 2006. Sectoral ethos: An comparison of the personal values systems of female and male managers in the public and private sectors. *Journal of Public Administration Research and Theory* 16 (4): 577-597.
- Tait, J. (1997). A Strong Foundation: Report of the Task Force on Public Service Values and Ethics (A Summary). *Canadian Public Administration* 40 (1): 1-22.
- Van der Wal, Z., de Graaf, G. and Lasthuizen, K. (forthcoming). What's Valued Most? A comparative empirical study on the differences and similarities between the organizational values of the public and private sector. *Public Administration*.
- Van der Wal, Z. (2008). *Value Solidity. Differences, Similarities and Conflicts between the Organizational Values of Government and Business*. Amsterdam: VU University.
- Vrangbaek, K. (2006). Public Sector Values in Denmark. Results from a Survey of Public Managers. Paper presented at the *Annual EGPA Conference*, Bocconi University, Milan, Italy.

10. Time Plan

Year	Activities	Output
1	<ul style="list-style-type: none"> - Month 1-3: Literature review - Month 4-6: Exploratory interviews and recruitment survey respondents the Netherlands - Month 7-10: Exploratory interviews and recruitment survey respondents other countries Development online questionnaire - Month 11-12: Completion, release and distribution online questionnaire 	<ul style="list-style-type: none"> - Literature review paper to be presented at the ASPA conference in March 2009 - Qualitative paper, to be presented at the PMRA conference in Ohio, USA, October 2009 - Online questionnaire - Submission literature review to Public Management Review
2	<ul style="list-style-type: none"> - Month 1-4: Collection and analysis quantitative data - Month 5-6: Interviews USA, Germany and the Netherlands - Month 7-8: Analysis interview data (assistance with transcriptions) - Month 9-12: Completion peer-reviewed book with general survey data and data from the 30 interviews 	<ul style="list-style-type: none"> - Paper with first survey results for presentation at the ASPA conference in March 2010 - Submission co-authored quantitative empirical papers to JPART and AJPS - Book: Elite Ethics: An International Comparison

The extensive international network of the VU research group 'Integrity of Governance' and the applicant, partly within international forums EGPA (Study Group on Ethics and Integrity of Governance since 2003) and ASPA (Ethics Section memberships), will enhance the progress of the

project. Working together within these networks has resulted in a number of symposium issues of international journals (*Public Integrity* 2005 and 2008, *Public Administration Quarterly* 2006 and 2007), and international refereed edited book volumes (published by Edward Elgar and M.E. Sharpe).

The following influential international scholars will contribute to the scope and progress of the project by acting as advisors, active participants and recruiters, and co-authors of journal articles: prof. Barry Bozeman, prof. Hal Rainey and dr. Gene Brewer (University of Georgia, USA), prof. Frank Aneciarico (Hamilton College, USA), prof. Alan Lawton (Hull University, UK), dr. Patrick von Maravic (Zeppelin University, Germany), Aive Pevkur M.Sc. (Tartu University, Estonia), dr. Odette Tomescu-Hatto (l'Institut d'Etudes Politiques, France), dr. Rodney Smith (Sydney University of Technology) and dr. Emile Kolthoff (Director of the Office for Local Integrity, VU University, NL). The Council for Public Administration (in Dutch: ROB) of the Ministry of the Interior that is working on a research program on public values, will assist in recruiting respondents and, if necessary, contribute to the project by providing additional funding.

11. Expected scientific output

See 10

12. Societal & Scientific Relevance

This research project is relevant both from a societal and scientific perspective. Approached from a *societal* perspective and a public sector organizational perspective in particular, the research will contribute to knowledge on what drives talented and highly educated individuals to work for government. Increasingly, governments try to attract the best and the brightest from a tight labor market, while facing retirement of an entire cohort of experienced public sector employees (the issue of 'aging' and 'graying' that is at the agenda of many OECD countries) with specific campaigns (see www.werkenbijhetrijk.nl and the television commercials with the same motto: 'work for government, when you think ahead'). Government organizations have to gain more insight in what drives public managers and what keeps them in government, and prevents them to switch to the private sector (cf. also the inaugural address of Steijn 2006).

More broadly, the research outcomes will help to clarify elements of the often fuzzy and fragmented but ever-actual debate on what should be the guiding values and norms in the public sector (see for example the OECD reports on public sector values and ethics infrastructure and the WRR study on guiding norms and values for Dutch citizens and politicians). The major role that moral norms and values seemed to have played in the last two U.S. elections, but also in the latest Dutch, German and French elections, has recently even further broadened the debate. As Geoffrey Nunberg, a Stanford-based expert on language and politics has pointed out: "Everybody is using the 'V word' now."³ All this enlarges the need for more understanding on what we are talking about when values are concerned and which values are actually important in different spheres of society.

From a *scientific perspective* this study will add new and innovative dimensions to the existing body of literature on public values. As said, there is a lot of attention for values and ethics, both at the individual, and the managerial and the organizational level. Yet so far, the bodies of literature on individual values and motivations on the one hand, and on organizational values and culture on the other hand, appear to be separate worlds while they are in many aspects (strongly) related. Here, a first attempt will be made to connect the two and observe which relations can be distinguished between individual work and managerial values of public managers.

To conclude with a final contribution to the literature, cross-country research is sparse in this domain, even though it is often called for. Constructs such as values and motivations are culturally

³ <http://sidebar.cnn.com/2004/ALLPOLITICS/08/28/gop.values/index.html>

and contextually defined and differences in language and tradition make it hard to study them across borders (arguably one of main the reasons why it is hardly ever done). The research setting as it is proposed here makes it possible and feasible to study values and motivations across borders. The research findings will contribute to the NIG Research Program 2006-2010, in particular to theme 3 'Public management in a joined-up world' ('maintaining and adapting codes and cultures of public service ethics and minimizing corruption'), and its expected output "an identification of key trade-offs between different management objectives and values."

13. List of publications of applicant

2010

Scientific refereed publications (English):

Van der Wal, Z. (forthcoming). Content and Context of Organizational Ethics. A Qualitative Assessment of Value Prioritization in Governmental, Not-for-Profit, and Business Organizations. *Public Administration* (ISI Ranking 2008: 6/28 Public Administration).

2009

Scientific refereed publications (English):

van der Wal, Z. & E.J.Th. van Hout (2009). Is Public Value Pluralism Paramount? The Intrinsic Hybridity and Multiplicity of Public Values. *International Journal of Public Administration* 32 (3): 220-231.

de Graaf, G. & Z. van der Wal (eds.) (2008-9). Symposium Issue: Research Methods in Administrative Ethics. Perspectives and Techniques. *Public Integrity* 11 (1): 5-78.

de Graaf, G. & Z. van der Wal (2008-9). Introduction: The Need for Methodological Rigor and Diversity in Administrative Ethics Research Methods. In: de Graaf, G. & Z. van der Wal (eds.) Research Methods in Administrative Ethics. Perspectives and Techniques. *Public Integrity* 11 (1): 5-8.

Scientific refereed publications (Dutch):

van der Wal, Z. (2009). Waardevastheid in Bestuur en Bedrijf. Een empirisch portret van organisatiewaarden in openbaar bestuur en bedrijfsleven. *Bestuurskunde* 18 (2): 84-94.

Book Chapters:

van der Wal, Z. (2009). A Two-Pronged Methodological Approach for Measuring Public and Private Sector Organizational Core Values: The Importance of Content and Context. In: Cox, R. (ed.) *Ethics and Integrity in Public Administration*. New York: M.E. Sharpe, pp. 212-235.

Book reviews:

van der Wal, Z. (2009). Public Value Privatized? The Need for a Continuous Emphasis on How to Actualize the Public Interest. Book review of 'Public Values and Public Interest. Counterbalancing Economic Individualism (B. Bozeman).' *Public Administration Review* 69 (1): 167-168. (ISI Ranking 2008: 3/28 Public Administration).

2008

Scientific refereed publications (English):

van der Wal, Z., A. Pevkur & K. Vrangbaek (2008). Public Sector Value Congruence among Old and New EU Member-states? Empirical evidence from the Netherlands, Denmark and Estonia. *Public Integrity* 10 (4): 313-329.

van der Wal, Z. & L.W.J.C. Huberts (2008). Value Solidity in Government and Business. Results of an Empirical Study on Public and Private Sector Organizational Values. *American Review of Public Administration* 38 (3): 264-285. (ISI Ranking 2008: **16/28** Public Administration).

de Graaf, G. & Z. van der Wal (2008). On Value Differences Experienced by Sector Switchers. *Administration & Society* 40 (1): 79-103. (ISI Ranking 2008: **11/28** Public Administration).

van der Wal, Z., G. de Graaf & K. Lasthuizen (2008). What's Valued Most? A comparative empirical study on the differences and similarities between the organizational values of the public and private sector. *Public Administration* 86 (2): 465-482. (ISI Ranking 2008: **6/28** Public Administration).

Dissertation:

van der Wal, Z. (2008). *Value Solidity. Differences, Similarities and Conflicts Between the Organizational Values of Government and Business*. Amsterdam: VU University.

Book chapters (scientific, refereed):

Maesschalk, J., Z. van der Wal & L.W.J.C. Huberts (2008). Public Service Motivation and Ethical Conduct. In: J. Perry & A. Hondeghem (eds.) *Motivation in Public Management: The Call of Public Service*. Oxford: Oxford University Press, pp. 157-176.

2007

Scientific refereed publications (English):

van der Wal, Z. & G. de Graaf (2006-7). The bureaucrat, the Businessperson, and the Perception of Each Other's Values. Empirical Notions on the Other Sector's Most Important Organizational Values. *Public Integrity* 9 (1): 45-62.

Scientific refereed publications (Dutch):

van der Wal, Z. Van Hout, E. J. Th., A.J. Kwak & M. Oude-Vrielink (eds.) (2007). Managers en Professionals. Waarden in een hybride praktijk. *Bestuurskunde* 16 (4): 2-52.

van der Wal, Z. Van Hout, E. J. Th., A.J. Kwak & M. Oude-Vrielink (2007). Introductie: Managers en Professionals. Waarden in een hybride praktijk. In: Van Hout, E. J. Th., A.J. Kwak, M. Oude-Vrielink & Z. van der Wal (eds.) *Managers en Professionals. Waarden in een hybride praktijk* (eds.) *Bestuurskunde* 16 (4): 2-8.

2006

Scientific refereed publications (English):

van der Wal, Z., L.W.J.C. Huberts, J.H.J. van den Heuvel & E.W. Kolthoff (2006). Central Values of Government and Business: differences, similarities, and conflicts. *Public Administration Quarterly* 30 (3): 314-364.

Scientific refereed publications (Dutch):

van der Wal, Z. (2006). Kernwaarden in Openbaar Bestuur en Bedrijfsleven. Een overzicht van de meest genoemde organisatiewaarden in bestuurskundige en bedrijfskundige literatuur, gedragscodes en onderzoek. *Beleidswetenschap* 20 (2): pp. 48-63.

Professional publications:

van der Wal, Z. & L.W.J.C. Huberts (2006). Mode of Must. Integriteit in Bestuur en Bestuurskunde. *Maatschappij en Politiek* 37 (2): pp. 5-7.

Newspaper articles:

de Graaf, G. & Z. van der Wal (2006). Balkenende's mening is wel erg veranderd. Sorry-Democratie. *Trouw* 13 April 2006, p. 9.

2005

Scientific refereed publications (Dutch):

van der Wal, Z. (2005). Morele Verwarring in het Openbaar Bestuur. *Bestuurskunde* 14 (3): pp. 13-20.

Professional publications:

van der Wal, Z. & M. Vermeulen (2005). Waarden in het Openbaar Bestuur. *Openbaar bestuur* 15 (4): pp. 2-6.

van der Wal, Z. (2005). Er is nog een lange weg te gaan naar duurzaamheid en dienstbaarheid. Waardeoriëntatie manager vooral traditioneel. *Elan* 12: pp. 48-50.

Research Reports:

van der Wal, Z. (2005). *Wat van waarde is in overheidsorganisaties. Survey onderzoek bij de Algemene Bestuursdienst (ABD)*. Amsterdam: Vrije Universiteit.

van der Wal, Z. (2005). *Wat van waarde is in het Nederlandse bedrijfsleven. Survey onderzoek bij het Nederlands Centrum voor Directeuren en Commissarissen (NCD)*. Amsterdam: Vrije Universiteit.

2004

Professional publications:

Huberts, L.W.J.C., K. Lasthuizen, R. van Steden & Z. van der Wal (2004). Dilemma's van dienders. Workshops over prestatiecontracten, beleidsvrijheid, burgers en gedogen. In: B.A.M. van Stokkum en L.G.H. Gunther Moor (red.) *Onoprechte handhaving? Prestatiecontracten, beleidsvrijheid en politie-ethiek*. Dordrecht: Stichting Maatschappij, Veiligheid en Politie. pp. 91-97.

Book Chapters:

van der Wal, Z. & R. van Es (2004). Zoeken naar nieuwe verhoudingen: de Brent Spar. In: R. van Es (ed.) *Communicatie en Ethiek. Organisaties en hun publieke verantwoordelijkheid*. Amsterdam: Boom, pp. 86-98.

14. Brief summary of research over past four years

The past four and a half years, the applicant has carried out a doctoral research project on the differences and similarities between the core values in public and private sector decision making. The project originated in the notion that several developments in and between the public and private sector, such as 'sector blurring', public management reforms that seem largely inspired by business-like philosophies (e.g., NPM, Reinventing Government), and the increased importance of corporate social responsibility (CSR) in the private sector, had infused a broad and sometimes heavily ideologically laden debate on what the most important values in different types of organizations are and should be, without much empirical evidence. What is it that the modern government and business organization aspire, and where do they stand for? And to what extent are sector specific traditional values intermixing or even converging, resulting in specific moral and functional problems, such as increased integrity violations in government organizations and decision-making

inefficiency in business organizations, as was feared and predicted by a number of Public Administration scholars?

The central research question in this study was: *What are the most important values in public and private sector organizational decision-making and to what extent are business values in the public sector related to integrity violations and public sector values in the private sector to decision-making inefficiency?* Drawing on *Administrative Ethics* as well as *Business Ethics* theory and research, a set of public, private and common core organizational values was constructed and presented to a large number of public and private sector managers through a survey study. In addition, 38 in-depth interviews were conducted among a similar population, to observe the contextuality of values in decision-making, and observe when, why and how certain values are important. The existing value survey instrument will be a validated basis, supported by multiple international publications, for the survey that will be developed for this research project. Preliminary results point at might be called *value solidity* in both sectors, the main values in the public and the business sector are relatively stable (in accordance with the results of the literature review) as well as solid in the sense that there is less fluidity between the sectors than developments as NPM and CSR might suggest. There are, however, considerable differences with regard to the meaning of specific values in the way they are actualized in both sectors.

15. International activities

- 2009: Bi-Annual PMRA Conference, 1-3 October, Columbus, Ohio, U.S.A.
Paper presentation: *Public Service Values in a Fragmented Public Sector*
- 2009: International Public Service Motivation Conference, 7-9 June, Bloomington, Indiana, U.S.A.
Paper presentation: *Public Service Motivation (PSM), New Public Management (NPM) and their Relationship to Organizational Citizenship Behavior (OCB)*
- 2009: Annual Conference of Public Administration (LCB), 25-26 May, Amsterdam, The Netherlands
Invited workshop presenter: *Public virtues, private sins?*
- 2008: Annual NIG Working Conference, 20-21 November, Enschede, The Netherlands
Co-chair and organizer: *Panel 1 'Public Values: The Next Step'*
- 2008: Minnowbrook III Conference, 4-6 September, Syracuse, U.S.A.
Paper presentation: *The Letter or the Spirit? A Contextual Picture of the Importance of Organizational Values in Agencies, (Para)public and Private Sector Organizations*
- 2008: Public Values Workshop, 28-31 May, Copenhagen, Denmark
Paper presentation: *The Letter or the Spirit? A Contextual Picture of the Importance of Organizational Values in Agencies, (Para)public and Private Sector Organizations*
- 2008: Annual ASPA conference, 7-11 March, Dallas, U.S.A.
Paper presentation: *Which Values Dominate Governmental and Corporate Decision-Making? Empirical Evidence from a Combined Quantitative and Qualitative Study*
- 2007: Annual NIG Working Conference, 8 November, Tilburg, The Netherlands
Paper presentation: *The Effect of Organizational Value Congruence on the Relationship between Ministries and Quangos*
- 2007: Transatlantic Workshop on Ethics and Integrity of Governance, 21-23 March, Maryland, U.S.A.

Paper presentation: *A Two-pronged Methodological Approach for Measuring Public and Private Sector Organizational Core Values*

- 2007: International Congress on Ethics, 5-7 February, Ottawa, Canada
Extended speaking invitation as presenter in workshop: *Exploring Emerging Ethics Research through a Dialogue on 'What we have learned?' and 'What more do we need to know?'*
- 2006: Annual NIG Working Conference, 9 November, Amsterdam, The Netherlands
Paper presentation: *What's Valued Most? A Comparative Empirical Survey Study on Organizational Values Among Public and Private Sector Managers*
- 2006: Annual EGPA Conference, 6-9 September, Milan, Italy
Paper Presentation: *What's Valued Most? A Comparative Empirical Survey Study on Organizational Values Among Public and Private Sector Managers*
- 2005: Profession with passion conference (ABD), 14 September, The Hague, The Netherlands
Presentation of survey research and working paper: *Wat van waarde is in overheidsorganisaties. Survey onderzoek bij de Algemene Bestuursdienst (ABD).*
- 2005: Normative Dimensions in Public Administration conference, 10-11 November, Oegstgeest, The Netherlands
Paper presentation: *Researching Values. Epistemological, ontological and methodological reflections*
- 2005: Annual EBEN conference, 22-24 September, Bonn, Germany
- 2005: First Transatlantic Dialogue on Ethics and Integrity of Governance, 2-5 May, Leuven, Belgium
Paper Presentation: *What's Valued Most? A Comparative Empirical Study on Organizational Values among Government and Business Managers*
- 2004: Annual EGPA conference, 1-4 September, Ljubljana, Slovenia
Paper presentation: *Central Values of Government and Business: Differences, Similarities and Conflicts*

16. Other relevant academic activities

- 2008-present: Senior member NIG
- 2005-present: Member NIG Research Colloquium 'Public Professionals under Pressure'
- 2005-present: Member VB (Society for Public Administration / *Vereniging Bestuurskunde*)
- 2003-2007: Ph.D. Member Netherlands Institute of Government (NIG) (completion full curriculum for Ph.D.'s in 2006); as of June 19, 2008: Senior Member NIG
- 2003-present: Member European Business Ethics Network (EBEN)
- 2003-present: Member European Group on Public Administration (EGPA)
Hosting and management of listserv and website EGPA Study Group on 'Ethics and Integrity of Governance'

- 2003-present: Full teacher, teaching assistant and guest lecturer for 3 Bachelor courses and 1 Master seminar (Available student evaluation results: 4.65 and 4.17 (VU average 3.70/FSW average 3.82)) in Public Administration and Organization Science, for students as well as professional practitioners
(Second) supervisor for 10 Master theses
Ad-hoc reviewer for *American Review of Public Administration*, *Journal of Public Administration Research and Theory*, *Public Administration Review* and *Public Management Review*
- 2007-present: Part of Organizing Committee 'Governing Good and Governing Well: The first global dialogue on ethical and effective good governance,' an international conference that aims at bringing together the 125 most prominent scholars in ethics and performance research and will take place from May 28th to 30th 2009 at the VU University Amsterdam

Scholarships and prizes

Three travel and conference grants Promovendifonds VU University (2004-2006). €1951
NIG travel grant for Essex Summerschool (2004). €910
NIG travel grant for research visit Washington D.C. (2007). €910

Signature:



Name: Zeger van der Wal

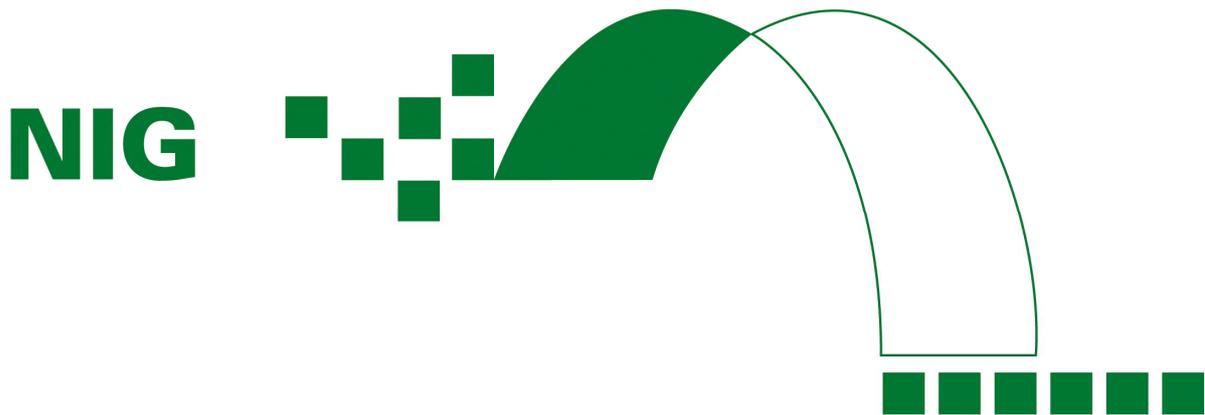
Place: Amsterdam

Date: May 27 2008

Please submit the application to nig@fsw.eur.nl in electronic form (pdf format) before 1 June 2008. Also send a printed version with the following official statements to the NIG office:

1. A letter signed by the primary supervisor ('promotor') specifying either (a) the date of tenure termination, or (b) the date of defense of the thesis.
2. A letter of intent signed by the College van Bestuur of the host institution, committing to paying the second year of the post doc tenure in case the applicant obtains NIG funding for the first year of a two-year position ('inbeddingsgarantie').

NIG Office
Bestuurskunde, Erasmus Universiteit Rotterdam
Postbus 1738 (kamer M8-29)
3000 DR Rotterdam



NIG COMPETITION FOR POST DOC POSITION 2008

EXPLANATION OF THE FORM AND PROCEDURE

Eligibility:

The NIG competition is an annual competition for a two-year post doc position. Participants are junior researchers who:

- are in the final year of their tenure (contract ends on December 31, 2007 at the latest), or
- have just finished or defended their thesis, or about to do so (period: between 1 July 2006 and 31 December 2007).

If your tenure as a Ph.D. student has already ended (but your thesis is not yet completed) and your department has granted you a temporary tenure, you can be eligible to participate provided that you agree to end your current tenure for the post doc position won by this competition. Please consult the NIG office to check whether you meet these requirements!

Matching of funding:

The winner of the competition will receive a two-year tenure, half of which is paid by NIG (in the amount of 50.000 euro) and half by the host institution or university where the post doc will be working. NIG will only pay the costs of your salary, no material budgets.

The applicant has to provide a statement from the host institution that the host institution agrees with these conditions, and will match the funding (so-called 'inbeddingsgarantie'). This statement has to be submitted together with the application.

Deadline for submission of application:

The research proposal has to be submitted before June 1st, 2008 to the NIG office by e-mail in pdf format. A printed version with two official statements – one on the date of contract or defense and one on the matching of funding – has to be sent to the NIG office by post.

Application format:

The research proposal has to be written in English. Applicants should use the form and follow the guidelines on the form. The format is based on the format of N.W.O. applications. In case of questions, contact the NIG office.

Procedure:

Date	Activity
January 2008	Announcement about competition to all NIG members by NIG office
1 June 2008	Applicants submit research proposal
15 August 2008	Referees submit comments on proposals to NIG office
1 September 2008	Applicants receive referee reviews and have opportunity to respond
15 September 2008	Applicants submit response to reviews (electronically to nig@fsw.eur.nl)
30 September 2008	Advisory Council decides on best proposal (winner)
15 October 2008	Applicants receive message on decision by Advisory Council
November 2008	Winner is announced at NIG annual work conference

Assessment of proposals

The research proposals will be reviewed by members of the Advisory Council. Reviewers are not allowed to be personally involved in the research as carried out by the applicant for his/her dissertation. Reviewers remain anonymous.

The criteria for review are similar to the criteria used in N.W.O. procedures and will result in a final assessment: good, needs adaptation, rejection. Only research proposals with at least one 'good' will be eligible for winning the competition.

If no single proposal meets this standard, there will be no winner for the competition.

Announcement of final assessments:

Applicants will receive the review of their application, and be given the opportunity to respond to the comments. This response will be taken into account in the final decisions. All applicants will receive a letter with the final decision. The formal announcement of the result of the competition will take place during the NIG annual work conference.

Applicants whose proposal has not been granted, will have the opportunity to use the reviews to adjust their proposal and re-submit it elsewhere.

Applicants who disagree with the final assessment, can file an objection with the NIG board, but only if there have been procedural errors.