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# Management and Governance: 21 St Century Implications For Diversity In Public Administration

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## **MANAGEMENT AND GOVERNANCE: 21<sup>ST</sup> CENTURY IMPLICATIONS FOR DIVERSITY IN PUBLIC ADMINISTRATION**

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Diversity is a multifaceted and complex concept, which extends beyond the black-white binary to include many issues of gender, ethnicity, class, sexuality, religion, culture, and language. Diversity is important for public administration from two perspectives: management and governance. Within bureaucracies, issues of diversity are highlighted by the proportionate representation of 'minority' groups along the hierarchy of public organizations. Managing diversity thus becomes important for administrators who work in diverse environments. Governance, on the other hand, speaks to the interactions and engagement of administrators with multiple constituents within varied environments. Management and governance occur within the context of public policies that advance or impede diversity efforts. Ultimately, public administration necessitates that diversity and cultural competence are investigated from a variety of approaches to ensure students are exposed to the complexities of the field and become well rounded in their ability to solve multifaceted real-world problems.

This symposium is designed to examine the implications of diversity management and governance for a 21<sup>st</sup> century global society. Consequently, what does diversity mean for administrators as employees, managers, policy makers, and implementers? How do these issues impact the collaborative efforts between the citizenry and administrators? What role or

responsibility do public administrators have in facilitating meaningful engagement across all demographic groups? How similar or different are the management and governance implications of diversity in different geographic and social contexts? To what extent are public affairs educators preparing the next generation of professionals to respond effectively to the management and governance implications of diversity?

The articles in this symposium seek to build upon previous research and extend the intellectual discussion regarding the academic and practical effects of a 21<sup>st</sup> century global society. The lead article by Carrizales and Gaynor (“Diversity in Public Administration Research: A Review of Journal Publications”) helps make the case for why the subsequent articles and the symposium issue itself are so important. Carrizales and Gaynor report on the results of a meta-analysis on diversity-related research in the top ranked journals in field of public administration. They argue that while the breadth of diversity topics being address is encouraging, depth is still lacking to ensure that both academicians and students are adequately prepared to effectively teach, manage, and lead in an ever-changing society.

The next three articles focus on the implementation of key national government policies and their implementation with the federal government bureaucracy. Rishel (“Shifting Diversity Perspectives and New Avenues for Representative Bureaucracy”) analyzes Executive Order 13583 and its subsequent Government-wide Diversity Inclusion and Strategic Plan. Using a critical discourse analysis methodology, Rishel highlights some theoretical and practical inconsistencies regarding how diversity is defined, interpreted, and implemented within the hegemonic language and bureaucratic traditions of our public institutions. Schachter (“Constructing Age through Bona Fide Occupational Qualifications: De Jure Discrimination’s Last Stand?”) examines age through an interpretive analysis of the bona fide occupational qualification (BFOQ) defense. Using numerous court cases, she highlights the experiences of bus drivers, commercial airline pilots, and police officers that attempt to challenge blanket policy mandates and public perceptions that physical and mental capacities deteriorate with

age. Snider, Kidalov and Rendon (“Diversity Governance by Convenience? Federal Contracting for Minority-Owned Small Businesses”) identify obstacles facing small disadvantaged businesses (SDB) which impede federal policy objectives related to minority-based contracting. They offer a series of recommendations designed to address these capacity limitations of SDBs.

The following two articles of the symposium focus on the management implications of a demographically changing workforce. Blessett and Pryor (“The Invisible Job Seeker: The absence of ex-offenders in discussions of diversity management”) examine the conflicting expectations and the realistic barriers that obstruct the successful reentry of ex-offenders back into society. Blessett and Pryor advocate for ex-offenders to be classified as a vulnerable class population based on their marginalized status in society, and argue that public administration must lead the charge to alleviate the cost to the community, public safety, and individual human need.

After a series of articles focused on individual policies or specific populations within the United States, the focus broadens to the global scale. Hewins-Maroney and Williams (“The Role of Public Administration in Responding to Changing Workforce Demographics: Global Challenges to Preparing a Diverse Workforce”) discuss global demographic changes that will impact international engagement efforts and service delivery mechanisms within and across public agencies. Hewins-Maroney and Williams advocate for nation-specific and global strategies to ensure that highly skilled workers are available to meet the demands within their respective countries in order to complete within a global marketplace. The last article, by Kym Thorne, explores the relationship between diversity and coexistence, going back to the *convivencia* period of ‘watchful coexistence’ to what he labels as “a renewed contemporary *convivencia*” that would replace the endless war on terror conflict with a model of coexistence.

The articles within this symposium address diversity from a variety of perspectives utilizing a range of methodologies. Collectively they provide the reader with a number of important insights into progress that has been made and challenges that

remain. We hope the reader will find that they facilitate public administration's efforts to be more responsive to the needs of all citizens regardless of race, class, ethnicity, or disability.