Sector Choices in Planning: A Diagnosis
Praveen K. Maghelal, PhD
Hee Soun Jang, PhD
University of North Texas
Sector - Choice

- Three major employment sectors
  - Public Sector
  - Private Sector
  - Non-Profit Sector (recent)

- Choice of sector is driven by??
  - Individual’s characteristics
  - Work characteristics
  - Motivational characteristics
Employment Trend in Planning

Urban & Regional Planning Employment
1997-2008
New Jobs in Public Sector: 2008-04
Change in Public Sector Jobs: 2004-08
Change in Private Sector Jobs: 2004-08
Change in Non-Profit Sector Jobs: 2004-08
• APA salary survey reports:
  ▫ About 2% decrease in public sector employment
  ▫ About 2% increase in private sector employment
Private and Non-profit sector account for high percent of AICP members
• Non-Profit sector reports highest percent of planning degree holders
• Public sector report's low average income
• Non-profit report the highest average income
Theoretical Understanding

Public-Service Motivation

- Individual & Organization dimension impact sector choices (Bozeman, 2000)

- Negative views of bureaucracy (Lewis and Frank, 2002)

- Effectiveness and efficiency of business firms (Rainey and Bozeman, 2000)

- Smaller proportion entering public sector, shifting to nonprofit and private sector (Chetkovich, 2003)
Analysis

Private
Individual
Work
Motivation

Public
Individual
Work
Motivation

Non-Profit
Individual
Work
Motivation
• **Individual’s characteristics**
  ▫ AICP Membership; Age; Gender; Level of Education; Planning Education

• **Job characteristics**
  ▫ Experience; Scale of work; Specialization

• **Motivation characteristics**
  ▫ Research and Analysis; Communication; Plan and Policy Development; Implementation; Administration
## Motivation

### Importance of Tasks

<table>
<thead>
<tr>
<th>Importance of Tasks</th>
<th>Motivational</th>
<th>Non-Motivational</th>
</tr>
</thead>
<tbody>
<tr>
<td>Important* (1)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not – Important** (0)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- * - Important and Very Important
- ** - Not Important, Little Important, and Moderately Important
Statistical Analysis

- Multinomial logistic regression

- Base group
  - Public Sector

- Comparison groups:
  - Private sector
  - Non-Profit sector
### Result

<table>
<thead>
<tr>
<th>Significant Covariates</th>
<th>Private</th>
<th>Non-Profit</th>
</tr>
</thead>
<tbody>
<tr>
<td>MS*: Communications</td>
<td>45.20%</td>
<td></td>
</tr>
<tr>
<td>MS*: Implementation</td>
<td>81.80%</td>
<td>86.30%</td>
</tr>
<tr>
<td>MS*: Administration</td>
<td>481%</td>
<td>627%</td>
</tr>
<tr>
<td>AICP Certification</td>
<td>26.20%</td>
<td></td>
</tr>
<tr>
<td>SP**: Economic Planning and Development</td>
<td>34%</td>
<td>50%</td>
</tr>
<tr>
<td>SP: Environmental and Natural Resource Planning</td>
<td>27.30%</td>
<td>47%</td>
</tr>
<tr>
<td>SP: Facilities and Infrastructure Planning</td>
<td>43%</td>
<td></td>
</tr>
<tr>
<td>SP: Land-Use or Code Enforcement</td>
<td>68%</td>
<td>150%</td>
</tr>
<tr>
<td>SP: Participation and Empowerment</td>
<td>38.50%</td>
<td>71.50%</td>
</tr>
<tr>
<td>SP: Planning Law</td>
<td>45%</td>
<td></td>
</tr>
<tr>
<td>SP: Planning Management, Budgeting and Finance</td>
<td></td>
<td>200%</td>
</tr>
<tr>
<td>SP: Planning Methods</td>
<td></td>
<td>250%</td>
</tr>
<tr>
<td>SP: Preservation</td>
<td></td>
<td>74%</td>
</tr>
<tr>
<td>SP: Urban Design</td>
<td></td>
<td>46%</td>
</tr>
<tr>
<td>SP: Other</td>
<td></td>
<td>31%</td>
</tr>
<tr>
<td>Location of Place of Employment</td>
<td>56% (Suburb)</td>
<td>41% (Small Town)</td>
</tr>
</tbody>
</table>

*Motivation Score; **Specialization

Increased odds of being in the highlighted sector
Result

Public - Private Sector

- Higher odds of working in private sector
  - Administrative tasks that are important
  - Individuals without AICP Certification
  - Individuals with LU specialization
  - Individuals with Management, Budget and Finance Specialization
  - Individuals with Specialization in Preservation
Result

Public - Non-Profit (NP) Sector

- Higher odds of working in NP sector
  - Administrative tasks that are important
  - Individuals with specialization in LU
  - Individuals with specialization in Planning Methods
• Professional Implications:
  ▫ Need to reform governmental personnel practices and performs
  ▫ Narrow the pay gap (underwriting educational expenses)
  ▫ Increase opportunities for professional development
  ▫ Include ‘career-shift’; ‘cross-career’; and ‘multi-career’ inquiries in APA/AICP salary survey
  ▫ Consistency of questions
Implications

- **Educational Implications:**
  - Support and strengthen public-service commitment through education programs
  - Educate understanding and relationship of market and government
  - Core training (courses) to include enough policy substance to sustain their sense of commitment
  - Sensitive to the job market of the graduates
Implications

**Educational Implications:**

- **Public Sector**
  - Economic Planning & Development
  - Environmental & Natural Resource
  - Facilities & Infrastructure Planning
  - Participation & Empowerment
  - Planning Law
  - Urban Design

- **Private Sector**
  - Land Use & Code Enforcement
  - Planning Management, Budgeting & Finance
  - Preservation

- **Non-Profit Sector**
  - Land Use & Code Enforcement
  - Methods

- Planning programs be sensitive to the job market of their graduates
  - Not one-size-fits-all
  - Conduct post-graduate survey
  - Assess the major employers
  - Specialized courses
Thank you!

Praveen Maghelal, PhD
Assistant Professor
Department of Public Administration
University of North Texas
Praveen.Maghelal@unt.edu