

Curriculum Vitae

Prof. Dr. Gerhard Hammerschmid

Public and Financial Management | Director, Centre for Digital Governance

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PERSONAL DATES

date of birth: July 22nd, 1969
(Salzburg) nationality: Austria
private address: Gipsstraße 12, 10119 Berlin, Germany
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POSITIONS

Current	Professor of Public and Financial Management, Hertie School of Governance, (since 09/2008) incoming director of a "Center for Digital Governance" at the Hertie School of Governance
2012-2014	Associate Dean, Hertie School of Governance
2012	Visiting Professor at the Australian New Zealand School of Government, Melbourne, and the Department of Business and Politics, Copenhagen Business School
2002-2008	Assistant Professor at the Institute for Public Management, WU Vienna Examiner for public management diploma exams
2000-2002	Assistant to the General Secretary at the Federal Ministry of Agriculture, Forestry, Environment and Water Management, tasks: project management for restructuring of ministry (integrating two formerly independent ministries) and implementation of new management instruments

- 1994-2000 Research Assistant (half-time) at the Department of General Management and Management Control, WU Vienna
- 1997 Visiting Scholar at the University of Technology Sydney

DEGREES and EDUCATION

- 2008 Appointment as Professor of Public and Financial Management (joint appointment by Hertie School of Governance and University Potsdam; title warranted by the Berlin Senate for Education, Science and Research)
- 2002 Federal Administrative Academy (Verwaltungsakademie des Bundes) Examination for public administration services (Dienstprüfung A-Laufbahn)
- 2000 Doctoral degree in business administration (Dr. rer. soc. oec.) WU Vienna University of Economics and Business (WU Vienna)
- 1993 Master degree in business administration (lic. oec. HSG) University of Business Administration St. Gallen (Hochschule St Gallen)

UNIVERSITY SERVICES

- 2016-2017 Member of PhD Committee, EMPA Examination Committee, Speaker of the Organization, Management and Leadership Research Cluster
- 2010-2016 Chair of Selection Committee for Professorship of Organization, Management and Leadership (2011) and for Junior Professorship of Public Management (2016) Member of Selection Committees for 6 different Professorship positions (2010-2015)
- 2009-2014 Programme Director Executive Master of Public Management (EMPM; joint program with University Potsdam) and member of enlarged Hertie School management board Head of EMPM Academic Council, EMPM Application Committee and EMPM Examination Committee
- 2006-2008 Member of Department Conference, Department for Management at WU Vienna 2003-2008 Academic advisor of exchange programs (e.g. Utrecht University) at WU Vienna

PROFESSIONAL SERVICES

- Scientific Director of the Institut für den öffentlichen Sektor e.V. (funded by KPMG) (since 2008)
- Head of Jury of Kommunalwissenschaftlicher Preis der „Carl und Anneliese Goerdeler-Stiftung“ (Carl-Goerdeler-Preis) for excellent dissertations/PhD-theses in the field of local government (since 2013)
- Member of the Advisory Board to the Zukunftskongress Staat & Verwaltung (since 2014)
- Member of Board of Trustee of KDZ – Zentrum für Verwaltungsforschung, Vienna (since 2010)

Member of the Jury of the European Public Sector Award and the Austrian Verwaltungspreis

Editorial Board Member:

Perspectives on Public Management and Governance International Journal of Public Administration International Review of Administrative Sciences Verwaltung & Management

Conference Organisation

Co-Chair of the EGPA Standing Group II: Performance in the Public Sector (since 2016)

17th IRSPM Annual Conference 2013 in Prague (convenor panel track, together with Sandra van Thiel, Philippe Bezes and Koen Verhoest)

14th IRSPM Annual Conference 2010 in Bern (convenor panel track, together with Renate E. Meyer and Kuno Schedler)

25th EGOS Colloquium 2009 in Barcelona (convenor subtheme 28, together with Per Laegreid and Tamyko Ysa)

Organising Committee for the 23rd EGOS Colloquium 2007 at WU Vienna

Reviewer/Evaluator:

Academy of Management Annual Conference (Division OMT) Journal of Public Administration Research and Theory (JPART) Public Administration Review

Organization Studies Public Administration

International Journal of Public Sector Management International Journal of Public Administration International Review of Administrative Sciences dms - der moderne staat

Jubiläumsfonds der Österreichischen Nationalbank Belgian Federal Science Policy Office

Swiss National Fonds for Science

Membership in Professional Bodies

Academy of Management (Division OMT)

European Group of Public Administration (EGPA)

European Group of Organizational Studies (EGOS)

Verband der Hochschullehrer für Betriebswirtschaft (VHB) – Wissenschaftliche Kommission ÖBWL Öffentliche Betriebswirtschaftslehre

International Research Society of Public Management (IRSPM)

Deutsche Sektion der Internationalen Verwaltungswissenschaftlichen Gesellschaft

Österreichische Verwaltungswissenschaftliche Gesellschaft (ÖVG)

RESEARCH

Research Interests:

Public management, public administration reform, comparative public administration, performance management, public sector innovation, public sector leadership, public service motivation, organization theory, new institutionalism

Publications

☞ see publication list below

Research Grants and Third Party Funding

- 2017-2020 "Transforming into Open, Innovative and Collaborative Governments" (TROPICO), EU H2020 funded research project that aims to comparatively examine how public administrations are transforming towards collaboration in policy design and service delivery and digitalization; joint project with University of Bergen (coordinator), University of Roskilde, University of Potsdam, Erasmus University Rotterdam, Technical University Tallinn, Central European University, University of Grenoble, University of Zaragoza, University of Antwerp and Catholic University Leuven. role: lead of Work Package, see: <http://tropico-project.eu/>
budget: total € 2.7 mio.; own share: € 404 000
- 2017-2018 Analysing the Impact of the System of Outcome Oriented Management in the Austrian Federal Government, Evaluation study commissioned by the Austrian Federal Chancellery
budget: € 39 000
role: project lead
- 2016-2018 "Developing Better Country Knowledge on Public Administration and Institutional Capacity Building in the EU Member States (EUPACK)", project contracted by DG Employment, Social Affairs and Inclusion; Consortium partners European Institute of Public Administration (EIPA) and Ramboll Management Consulting
role: key policy expert coordinating a team of 28 country experts in all EU Member States
budget: total € 1.7 mio., own share € 150 000
- 2013-2016 "Learning from Innovation in Public Sector Environments (LIPSE)" EU FP 7 funded research project (No. 320090); lead lies at Erasmus University Rotterdam; other academic partners in this 4-year project are Ecole Nationale d'Administration, ESADE, KU Leuven, Luigi Bocconi Commercial University, Matej Bel University Banska Bystrica, National School of Political Studies and Public Administration, Radboud University Nijmegen, Roskilde University, Tallinn University of Technology and The University of Edinburgh; see www.lipse.org
budget: total during € 2.474 mio.; own share: € 220 000

- role: lead of dissemination Work Package
- 2015 A global expert survey on public infrastructure; joint project of the Hertie-School of Governance and the OECD for the 2016 Governance Report on Public Infrastructure.
budget: € 20 000
role: project lead (for survey)
- 2013-2018 Annual German wide public administration survey on that status quo of public sector reform and digitalisation in German government (Zukunftspanel Staat & Verwaltung) in association with German Ministry of Interior; commissioned by Wegweiser Strategy and Research GmbH.
budget: € 85 000
role: project lead
- 2014-2015: "Performance Audit and Policy Evaluation: On the Same or Parallel Tracks?" (REG_RS_214); academic mentoring for a project as part of the Regional Research Promotion Programme in the Western Balkans (RRPP) commissioned by the Swiss Agency for Development and the Université de Fribourg
budget for mentoring: SFr 47 610
role: project lead for mentoring
- 2011-2014 "Coordination for Cohesion in the Public Sector of the Future", EU FP 7 funded research project (No. 266887) lead lies at the Hertie School together with Erasmus University Rotterdam; other academic partners are University of Bergen, Bocconi University, National Center for Scientific Research (CNRS), University of Cantabria, Cardiff University, Corvinus University Budapest, University of Exeter, Katholieke Universiteit Leuven and Tallinn University of Technology; see www.cocops.eu
budget: total funding 2.6 mio.; own share: € 350 000
role: joint coordinator of overall project and lead of Work Package 3
- 2012-2013 Providing Academic expertise for the development of a Transformation Readiness/Capacity Index for a study "Public Service for the Future" commissioned by Accenture Research
budget: € 40 000
role: project lead
- 2009-2011 Evaluation of the German Gender Equality Law (2. Erfahrungsbericht zum BGlG sowie 5 Gremienbericht des Bundes), Evaluation study financed by the German Ministry for Family, Senior Citizens, Women and Youth
budget: € 125 000
role: project lead
- 2008-2010 Public Corporate Governance - Steering and Control of Corporatisations and Agencies Research Project financed by Jubiläumsfonds der Österreichischen Nationalbank and part of the EU COST Action Program ISo601 "Comparative Research into Current Trends in Public Sector Organization (CRIPO)"; at WU Vienna
budget: € 87 000

- role: project lead
- 2009 Public Sector Leadership in Germany – Executive Survey
 Research project in cooperation with researchers from University Potsdam and University Leipzig and supported by the Institut für den öffentlichen Sektor
 budget: € 10 000
 role: project lead
- 2008 Impact of Budgetary Flexibilization and Autonomization on Agency Performance
 Evaluation study commissioned by the Austrian Federal Chancellery
 budget: € 25 000
 role: project lead
- 2007-2008 Public Sector Motivation and Public Management Reform
 Research project and empirical survey with the City of Vienna and financed by the Jubiläumsfonds der Stadt Wien
 budget: € 20 000
 role: project lead
- 2007-2008 The Impact of Individual Assessments on Organisational Performance in the Public Services of the EU Member States; Study commissioned and financed by the Portuguese EU Presidency in cooperation with EIPA
 budget: 10 000
 € role: researcher
- 2006 Expertise for project team government reform in Canton Aargau (Switzerland); Client: Staatskanzlei des Kantons Aargau
 budget: SFr 20 000
 role: project lead
- 2005-2006 Public Private Partnerships: International Good Practices for Large City Management, Research project financed by the Jubiläumsfonds der Stadt Wien
 budget: 20 000 €
 role: project lead
- 2005 One-year grant for support of habilitation at WU Vienna (Kuratoriumsförderung zur Entlastung von WU-Habilitand/inn/en)

TEACHING EXPERIENCES

Hertie School of Governance

(all courses in English)

Public Management and Leadership II (Elective within the MPP Program)

Public Management Tools: Design, Application and Impact (Elective within the MPP- Program)

Human Resource Management in the Public Sector (Elective within the MPP-Program)
Strategic and Performance Management (Core Course within the EMPA-Program; co-teaching)
Human Resource Management (Core Course within the EMPA-Program)
Performance Management Approaches for Effectiveness and Efficiency (Elective within the EMPA-Program)
Managing Organizational Change (Elective within the EMPA-Program; co-teaching) London
Workshop (part of the EMPA Program; co-teaching)
Financial Management and Management Control (Core Course within the EMPM Program; co-teaching)
Leadership and Personnel Management (Elective within the EMPM-Program; co-teaching)
First advisor of about 75 EMPA master theses and 50 MPP master theses.

WU Vienna

(all courses at graduate level)

Blocked Seminar on PPPs within the CEMS Master of International Management (together with other member of CEMS IFG Public Management and Governance)
Public Management IV: Projekt- und Methodenseminar (together with Isabell Egger-Peitler and Peter Grünenfelder)
2010 award for „excellence in teaching“ from the Vienna University of Economics and Business
Public Management II: Instrumente und Konzepte des Public Management
Public Management VI: Praxisdialog
PS ABWL Unternehmensführung und Personal: Theorie und Praxis eines Change Management in der öffentlichen Verwaltung
PS ABWL Unternehmensführung und Controlling (in total 38 seminars with more than 1.200 students)
part of a “Controlling compact-program” which was awarded the WU Vienna best seminar award in 1996
PS ABWL Personal und Unternehmensführung: Development of Leadership Skills

Executive Teaching

University Potsdam - Potsdam Centrum für Politik und Management (PCPM)
Leadership and performance management modules in training programs for international civil servants and in GIZ summer school

Federal Academy (Verwaltungsakademie des Bundes / Zentrum für Verwaltungsmanagement)
Coordinator and lecturer for „Public Management and Governance“ program; public management module in advancement course (Aufstiegskurs) for federal government employees; seminar: Controlling in Public Administration

Fortbildungsakademie des Landes NRW/Akademie Mont-Cenis: Strategische Führung in der Landesverwaltung

Public Administration Academy of the City of Vienna (Verwaltungsakademie der Stadt Wien)
Führungskräftenachwuchslehrgang: Module Public Management; Managementlehrgang für

Dienststellenleiter/innen sowie deren Stellvertreter/innen der Wiener Stadtverwaltung:
Module Public Management

Salzburg Management, University of Salzburg Business School

International Executive Compact Program „Public Management“: Performance Management,
Strategic Management in Public Administration

International Know-How Transfer of Austrian Chamber of Commerce

About 30 Management-Trainings in Romania, Serbia, Albania, Russia in the areas of accounting,
controlling, capital budgeting and finance within the International Know-How Transfer Program
of the Austrian Chamber of Commerce

Tailorized Seminars for Customized Offers at the Hertie School, the Education Department
(Kultusministerium) Hesse, City of Leoben

POLICY ADVICE AND CONSULTANCY

Accenture Research

Aga Khan

Foundation Austrian

EU-Presidency

Austrian Federal Chancellery

Austrian Federal Ministry of

Finance Austrian Parliament

Center for Legal Competence

(CLC) European Commission

EU Phare/Twinning

Physikalisch-Technische Bundesanstalt

Portuguese EU Presidency

US Aid/Indonesian Government

World Bank

Jinit[AG

RISER ID Services GmbH

PUBLICATIONS (Selection)

A. BOOKS / EDITED BOOKS

Wegrich, Kai / Genia Kostka / Gerhard Hammerschmid (eds.) (2017): *The Governance of Infrastructure*. Oxford: Oxford University Press.

Hammerschmid, Gerhard / Steven Van de Walle / Rhys Andrews / Philippe Bezes (eds.) (2016), *Public Administration Reforms in Europe: The View from the Top*, Cheltenham: Edward Elgar.

Seiwald, Johann / Renate Meyer / Gerhard Hammerschmid / Isabella Egger-Peitler / Markus Höllerer (2012), *Neue Wege des Haushaltsmanagements – Internationale Erfahrungen, Herausforderungen und Trends*. Reihe Modernisierung des öffentlichen Sektors, Berlin: Signum.

B. ARTICLES IN REFEREED JOURNALS

Bach, Tobias/Gerhard Hammerschmid/Lorenz Löffler (2020): More delegation, more political control? Politicization of senior-level appointments in 18 European countries, *Policy and Administration*, 35 (1), 3-23.

George, Bert/Steven Van de Walle/Gerhard, Hammerschmid (2019): Institutions or contingencies? A cross-country analysis of management tool use by public sector executives, *Public Administration Review*, 79 (3), 330-342.

Hammerschmid, Gerhard/Steven Van de Walle/Rhys Andrews and Ahmed Mostafa (2019): New Public Management Reforms in Europe and their Effects: Findings from a 20-Country Top Executive Survey, *International Review of Administrative Sciences*, 85 (3), 389-418.

Jeannot, Gilles/Steven Van de Walle/Gerhard Hammerschmid (2018): Homogeneous National Management Policies or Autonomous Choices by Administrative units? *Public Performance and Management Review*, 41 (3), 497-518.

Bach, Tobias/Sandra van Thiel/Gerhard Hammerschmid/Reto Steiner (2017). Administrative Tradition and Management Reforms: A Comparison of Agency Chief Executive Accountability, *Public Management Review*, 19:6, 765-784.

Tamyko, Ysa/Gerhard Hammerschmid/Adrià Albared (2017): Executive Programs for the Public Sector: Tacking Stock and Future Perspectives, *Teaching Public Administration*, Vol. 35, Iss. 1, 1-6.

Hammerschmid, Gerhard / Lorenz Löffler (2016), The Implementation of Performance Management in European Central Governments: More a North-South than an East-West Divide, *NISPACEE Journal of Public Administration and Policy*, Vol. VIII, No. 2, Winter 2015/2016, Special Issue, 49-68.

Meyer, Renate E. / Isabella Egger-Peitler / Markus Höllerer / Gerhard Hammerschmid (2014), Of Bureaucrats and Passionate Public Managers: Institutional Logics, Executive Identities, and Public Service Motivation. *Public Administration*, Volume 92, Issue 4, 861-885.

Ashworth, Rachel / Ewan Ferlie / Gerhard Hammerschmid / M. Jae Moon / Trish Reay (2013), Theorizing Contemporary Public Management: International and Comparative Perspectives, *British Journal of Management*, Vol. 24, Special Issue, 1-17.

Hammerschmid, Gerhard / Steven van de Walle / Vid Štimac (2013), Internal and External Use of Performance Information in Public Organisations: Results from an International Executive Survey,

Public Money & Management, Vol. 33, No. 4, 261-268.

Van de Walle, Steven / Gerhard Hammerschmid (2011), Review essay: The Impact of the New Public Management: Challenges for Coordination and Cohesion in European Public Sectors, *Halduskultuur - Administrative Culture*, Vol. 15., No. 1, 190-209.

Meyer, Renate E. / Gerhard Hammerschmid (2010), The Degree of Decentralization and Individual Decision-Making in Central Government HRM - A European Comparative Perspective, *Public Administration*, 88(2), 455-478.

Meyer, Renate E. / Gerhard Hammerschmid (2006), Changing Institutional Logics and Executive Identities. A Managerial Challenge to Public Administration in Austria, *American Behavioral Scientist*, 49(7), 1000-1014.

Meyer, Renate E. / Gerhard Hammerschmid (2006), Public Management Reform: An Identity Project, *Public Policy and Administration*, 21(1), 99-115.

Lueger, Manfred / Renate E. Meyer / Karl Sandner / Gerhard Hammerschmid (2005), Contextualizing Influence Activities. An Objective Hermeneutical Approach, *Organization Studies*, 26(8), 1145-1168.

Hammerschmid, Gerhard / Renate E. Meyer (2005), New Public Management in Austria – Local Variations of a Global Theme?, *Public Administration*, 83(3), 709-733.

C. BOOK CHAPTERS

Breaugh, Jessica/Gerhard Hammerschmid (2021 forthcoming): Public Servants – A Global Overview, in: Sullivan, Helen/Helen Dickinson/Hayley Enderson (eds): *The Palgrave Handbook of the Public Servant*, Palgrave Macmillan. ISBN 978-3-030-29979-8

Leixnering, Stephan/Andrea Schikowitz/Renate Meyer/Gerhard Hammerschmid (2018 forthcoming): Multiple Shades of Grey: Opening the Black Box of Public Sector Executives' Hybrid Role Identities. In: Byrkjeflot, Haldor; Engelstad, Fredrik (Eds.): *Bureaucracy and Society in Transition. Comparative Perspectives*, Comparative Social Research, vol. 33.

Fiedler, Jobst/Gerhard Hammerschmid and Lorenz Löffler (2017): Germany: An Outlier in Terms of Fiscal Adjustment, In: Moll Ghin E., H. Foss Hansen and M. Bøge Kristiansen (eds): *Public Management in Times of Austerity*, Routledge Critical Studies in Public Management, New York and London: Routledge, 53-70.

Wegrich Kai / Gerhard Hammerschmid / Genia Kostka (2017): The challenges of infrastructure: complexity, (ir)rationalities, and the search for better governance. In: Wegrich et al. (eds): *The Governance of Infrastructure*. Oxford: Oxford University Press, 1-19.

Wegrich Kai / Gerhard Hammerschmid (2017): Infrastructure governance as political choice. In: Wegrich et al. (eds): *The Governance of Infrastructure*. Oxford: Oxford University Press, 21-42.

Wegrich, Kai / Gerhard Hammerschmid (2016), Infrastructure Governance and Government Decision-Making. In: Hertie School of Governance (ed.): *Governance Report – Governance of Infrastructure*. Oxford University Press, 31-54.

Van de Walle, Steven / Gerhard Hammerschmid / Rhys Andrews / Philippe Bezes (2016), Introduction: Public administration reforms in Europe. In: Hammerschmid et al. (eds.): *Public Administration Reforms in Europe: The View from the Top*. Cheltenham: Edward Elgar, 1-11.

Van de Walle, Steven / Gerhard Hammerschmid / Anca Oprisor / Vid Stimac (2016), Comparative research in public administration and the contribution of the COCOPS Top Executive Survey. In:

Hammerschmid et al. (eds.): *Public Administration Reforms in Europe: The View from the Top*. Cheltenham: Edward Elgar, 12-25.

Hammerschmid, Gerhard / Anca Oprisor (2016), *German public administration: Incremental reform and a difficult terrain for management ideas and instruments*. In: Hammerschmid et al. (eds.): *Public Administration Reforms in Europe: The View from the Top*. Cheltenham: Edward Elgar, 63-72.

Huxley, Katy / Rhys Andrews / Gerhard Hammerschmid / Steven Van de Walle (2016), *Public administration reforms and outcomes across countries and policy areas*. In: Hammerschmid et al. (eds.): *Public Administration Reforms in Europe: The View from the Top*. Cheltenham: Edward Elgar, 259-272.

Andrews, Rhys / Philippe Bezes / Gerhard Hammerschmid / Steven Van de Walle (2016), *Conclusion: A kaleidoscope of administrative reforms in Europe*. In: Hammerschmid et al. (eds.): *Public Administration Reforms in Europe: The View from the Top*. Cheltenham: Edward Elgar, 273-280.

Curry, Dion / Gerhard Hammerschmid / Sebastian Jilke / Steven van de Walle (2015), *State and Perceptions of Public Sector Reform in Europe*. In: Andrea Massey and Karen Johnston (eds.): *International Handbook of Public Administration and Governance*. Cheltenham: Edward Elgar, 369-398.

Hammerschmid Gerhard / Vid Štimac / Kai Wegrich (2014), *Management Capacity and Performance in European Public Administrations*. In: Hertie School of Governance (ed.): 'Edited Version' *Governance Report 2014*. Oxford University Press, 105-126.

Meyer, Renate / Gerhard Hammerschmid (2013), *Public Management Reform: an Identity Project*. In: Andrew Massey (ed.): *Public Sector Reform, Four Volume Set*. Los Angeles: SAGE Publications, 365-382.

Vandenabeele et al. (2012), *Public Service Motivation and Job Satisfaction in Various European Countries: A Tale of Caution and Hope*. In: Tria Giovanni / Giovanni Valotti (eds.): *Reforming the Public Sector*. Washington D.C.: Brookings Institution Press, 68-95.

Hammerschmid, Gerhard / Arndt Krischok / Karin Steigenberger (2011), *Government Agencies: Practices and Lessons from 30 Countries*. In: Verhoest et. al. (eds): *Governing Public Agencies in the 21st Century – International Lessons and Policy Recommendations*. Basingstoke: Macmillan, 156-165.

Hammerschmid, Gerhard / Tamyko Ysa (2010), *Empirical PPP Experiences in Europe – National Variations of a Global Concept*. In: Graeme Hodge / Carsten Greve / Anthony E. Boardman (eds.): *International Handbook on Public-Private-Partnerships*. Cheltenham: Edward Elgar, 333-353.