

HYORIM SEO

Ph.D. Candidate

Rutgers, The State University of New Jersey - Newark

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[SPAA Profile](#) [Google Scholar](#) [LinkedIn](#)

Education:

Rutgers, The State University of New Jersey – Newark, New Jersey, United States

Ph.D. Candidate at the School of Public Affairs and Administration, May 2027 (expected)

Concentration: Human Resource Management, Public Organizational Behavior

Committee: Norma Riccucci (Chair), Gregg Van Ryzin, Gregory Porumbescu, Mallory Compton

Dissertation: *Three Essays on Technology, Labor, and Democratic Governance*

Seoul National University, Seoul, South Korea

Master of Public Administration, February 2023

Chung-Ang University, Seoul, South Korea

Bachelor of Arts – Business Administration, August 2020

Research Interests:

Public Management; Human Resource Management; Administrative Capacity; Organizational Theory; Government Technology and Automation; Energy and Risk Governance; Utility Management; Citizen-State Interactions

Peer-Reviewed Publications:

Hyorim Seo and Yong-Chan Rhee (2026). When Nuclear Power Feels Close to Home: Salience, Risk Information, and Public Acceptance. *Policy Studies Journal* 54 (3): e70100. <https://doi.org/10.1111/psj.70100>

Research in Progress:

Under Review

Hyorim Seo. “Transparency is Work: Two Margins of Administrative Capacity in the Federal Workforce”
(*Public Administration Review*)

Hyorim Seo and Gregory Porumbescu. “Displaced Complementarity: Technology and Human Capacity in the Organizational Production of Government Transparency”
(*Journal of Public Administration Research and Theory*)

Hyorim Seo and Yong-Chan Rhee. “Not Unjustly in My Backyard: Proximity and Justice in Nuclear Facility Siting”
(*Review of Policy Research*)

Papers Drafted

Hyorim Seo. “Workforce Displacement or Workforce Redesign? How Citizens Evaluate Automation in U.S. Local Government”

Hyorim Seo. “Automating and Informing Public Services: Smart Meter Deployment and Digital Observability in U.S. Public Power Utilities”

Hyorim Seo and Yong-Chan Rhee. “Who Benefits, Who Bears the Risk? Distributive Justice and Small Modular Reactors”

Studies in Design and/or Drafting

Hyorim Seo. “Who Handles Equal Employment? Function-Specific Representation and the Federal EEO Process”

Hyorim Seo. “The Asymmetric Reversibility of Administrative Capacity”

Hyorim Seo. “Digital Access and Administrative Errors in SNAP”

Gregory Porumbescu and **Hyorim Seo.** “IT Consolidation and Public Service Performance: Evidence from U.S. State Governments”

Hyorim Seo. “Reputation-Constrained Decoupling: How Federal Agencies Game and Why They Differ in Doing So”

Hyorim Seo. “Who Introduces Public-Impacting Algorithms? Workforce Representation and New Algorithmic Tool Use in New York City Agencies, 2022–2025”

Hayoung Lee and **Hyorim Seo.** “Quality of Balance: Work, Family, and Leisure Satisfaction among Public Sector Employees”

Policy Reports:

Gregory Porumbescu and **Hyorim Seo** (2026). *How States Organize Central Information Technology: Implications for New Jersey*. New Jersey State Policy Lab, Rutgers University. Report prepared for the New Jersey Office of Information Technology.

Andrea Hetling, Gregory Porumbescu, **Hyorim Seo**, and Jessica Starace (2026). *New Jersey State Employee Experience Survey: Final Report*. Heldrich Center for Workforce Development, Rutgers University. Report prepared for the New Jersey Governor’s Office.

Research Experience:

Research Assistant (September 2026 – Present)

Public Interest Technology and Management Lab, New Jersey State Policy Lab, Rutgers University
Comparative analysis of state IT organization for the New Jersey Office of Information Technology
(PI: Dr. Gregory Porumbescu)

- Reviewed state statutes, executive orders, and agency documents to compare IT organizational structures and governance arrangements across all 50 U.S. states.
- Contributed to payroll-based workforce comparisons across 11 states, examining the distribution of technology personnel between central IT offices and individual agencies.
- Co-authored the final report for the New Jersey Office of Information Technology with recommendations on workforce capacity, interagency coordination, and accountability for technology services.

Research Assistant (April 2026 – Present)

Heldrich Center for Workforce Development, Edward J. Bloustein School of Planning and Public Policy, Rutgers University – New Brunswick

[New Jersey State Employee Experience Survey](#), in support of Governor Mikie Sherrill's Office

(PI: Dr. Andrea Hetling)

- Developed the survey instrument by reviewing and adapting established measures of public employee experiences.
- Conducted subgroup analyses, examining job satisfaction, public service motivation, training, and turnover intentions across employee roles, work locations, and career stages.
- Co-authored the final report for the Governor's office to inform state workforce development and organizational improvement.

Research Assistant (July 2024 – October 2024)

Heldrich Center for Workforce Development, Edward J. Bloustein School of Planning and Public Policy, Rutgers University – New Brunswick

AI, Equity, and Literacy Working Group, in support of Governor Phil Murphy's AI Task Force (PI: Dr. Gregory Porumbescu)

- Contributed to a systematic review of public opinion research on AI, extracting and coding survey items on AI literacy, trust, equity, and governance preferences.
- Developed the questionnaire for a statewide survey of New Jersey residents' perspectives on AI.
- Contributed research to the [Report to the Governor on Artificial Intelligence](#); acknowledged as a contributor in the final report.

Research Assistant (September 2023 – July 2025)

Graduate Fellow at the School of Public Affairs and Administration, Rutgers University – Newark

Research Assistant (September 2020 – February 2023)

National Leadership Research Center, Graduate School of Public Administration, Seoul National University

Research Assistant (March 2021 – December 2022)

Seoul National University Research & Development Business Foundation, Seoul National University

Project on Public Sector Cultural Diversity Assessment Research, Arts Council Korea, Ministry of Culture, Sports, and Tourism

Research on Competency Enhancement of Food and Drug Regulatory Science, Ministry of Food and Drug Safety

Teaching Experience:**Lecturer (Instructor of Record)**

The School of Public Affairs and Administration, Rutgers University – Newark

40:834:304:90 Technology and Public Service (undergraduate; online class), Fall 2025

40:834:406:63 Organizational Dynamics (undergraduate; in-person class), Spring 2026

Teaching Assistant

The School of Public Affairs and Administration, Rutgers University – Newark

20:834:542 Government Budgeting (MPA course; online class), Spring 2024

20:834:543 Public Financial Management (MPA course; online class), Fall 2024

Teaching Assistant

Graduate School of Public Administration, Seoul National University

Public Organizations (undergraduate; in-person class), Spring 2022

Public Personnel Administration (MPA course; in-person class), Spring 2022

Public Human Resource Management (MPA course; in-person class), Fall 2022

Conferences:

Hyorim Seo and Gregory Porumbescu. Displaced Complementarity: Technology and Human Capacity in the Organizational Production of Government Transparency. Public Management Research Conference (PMRC) 2026

Hyorim Seo and Gregory Porumbescu. Displaced Complementarity: Technology and Human Capacity in the Organizational Production of Government Transparency. Midwest Political Science Association Conference (MPSA) 2026

Hyorim Seo and Gregory Porumbescu. Human Labor and Technology in Government Transparency: An Analysis of Federal FOIA Processing Performance. Northeast Conference on Public Administration (NECoPA) 2025

Hyorim Seo and Yong-Chan Rhee. Justice in Energy Governance: Enhancing Legitimacy and Trust in Nuclear Policy Decisions. Public Management Research Conference (PMRC) 2025

Hyorim Seo and Yong-Chan Rhee. Justice in Energy Governance: Enhancing Legitimacy and Trust in Nuclear Policy Decisions. Midwest Political Science Association Conference (MPSA) 2025

Hyorim Seo and Yong-Chan Rhee. Reactors and Reactions: The Role of Public Trust in Nuclear Energy Governance. Association for Public Policy Analysis and Management (APPAM) Fall Research Conference 2024

Hayoung Lee and **Hyorim Seo**. Present in Body, Absent in Spirit: The Quiet Quitting Crisis among Public Sector Employees. Public Management Research Conference (PMRC) 2024

Professional Association:

Public Management Research Association
American Society for Public Administration
Association for Public Policy Analysis and Management
Midwest Political Science Association
Utility Policy & Management Community

Academic Awards and Honors:

- Graduate Student Travel Scholarship, Midwest Political Science Association, April 2026
- Travel & Professional Development Grant Program Award, Graduate School - Newark, Rutgers University – Newark, April 2026
- Travel & Professional Development Grant Program Award, Graduate School - Newark, Rutgers University – Newark, February 2026
- Dean's Dissertation Fellowship for the 2026-2027 Academic Year, Graduate School-Newark, Rutgers University – Newark, February 2026
- Graduate Assistant Fellowship Award, School of Public Affairs and Administration, Rutgers University – Newark, September 2025
- Graduate Student Travel Award, Graduate School - Newark, Rutgers University – Newark, November 2024
- Graduate Assistant Fellowship Award, School of Public Affairs and Administration, Rutgers University – Newark, September 2024
- Meier PMRC Travel Inclusion Award, Public Management Research Association, June 2024
- Graduate Student Travel Award, Graduate School - Newark, Rutgers University – Newark, May 2024
- Graduate Assistant Fellowship Award, School of Public Affairs and Administration, Rutgers University – Newark, September 2023
- Merit-based Scholarship, Graduate School of Public Administration, Seoul National University, January 2022
- GSPA Scholarship, Graduate School of Public Administration, Seoul National University, February 2020

Military Service, Volunteer, and Extracurricular Activities:

- Resident Assistant, Office of Residence Life, Rutgers University – Newark, March 2024 – Present
- Undergraduate Student Public Conflict Monitoring Group, Research Institute for Co-existence and Collaboration, Korea National Open University, February 2019 – August 2019
- Korean Augmentation to the United States Army (KATUSA), U.S. Army Garrison Yongsan, South Korea, October 2015 – July 2017

Skills:

Languages

English (fluent), Korean (native), French (basic)

Software

Stata, SAS, R, Python, Qualtrics