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This month, I have invited one of our ASPA luminaries to share his thoughts on the skills demanded of today's graduates of Master of Public Policy and Administration (MPA, MPP, MPM, etc.) programs. His verbal presence seemed a fitting addition to the theme of the October PA TIMES Educational Supplement. Students, employers, workers, and faculty all stand to benefit from the insightful comments he has kindly provided as our guest columnist.
—Wendy A. Haynes

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My experience as a local politician has really highlighted public administration issues for me. One of the important issues for democratic governance is transparency of process. It strengthens the legitimacy of government when citizens understand what is going on, how decisions are made, and believe those decisions are fair and legal. Two areas that keep coming up in my experience with municipal government are open meetings and public information.

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For more information on how to be published in PA TIMES, please contact Christine Jewett McCrehin at cjewett@aspanet.org.

PA TIMES

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A Powerful Voice for Public Service . . .

Real ID Will Cost States More than \$11 Billion

NGA, NCSL, AAMVA Release Survey Findings

Washington, DC—A comprehensive analysis of the federal Real ID Act was released today, revealing a cost to states of more than \$11 billion over five years. The report—which reflects findings from a survey conducted by the National Governors Association (NGA), National Conference of State Legislatures (NCSL) and the American Association of Motor Vehicle Administrators (AAMVA)—sets forth the consequences and costs of implementing the act and makes recommendations to facilitate a more realistic approach.

The federal Real ID act creates national standards for issuing state drivers licenses and identification cards. Among the costly requirements necessary for implementation of the law, states will likely be required to: re-issue drivers licenses and identification cards to all 245 million current holders within five years; establish on-site identification verification procedures at the source of issuance; and meet specific security and production requirements for the new card. Detailed data provided by the 47 jurisdic-

tions that responded to the survey indicates that among the cost of the changes to the driver's licensing process are a one-time calculable expense of nearly \$1 billion and ongoing costs of more than \$10.1 billion for the first five-year enrollment period.

The report also suggests additional costs, such as the added time and effort citizens will spend to comply with the state motor vehicle department. Anticipating three to

See REAL ID, pg. 2

Smithsonian Hosts Ceremony for Sept. 11 Pentagon Flag



Robin Weiner/U.S. Newswire

Members of the Flag Fold Detail of the 3rd United States Infantry "The Old Guard" render honors to the Pentagon garrison flag during a "Retreat Ceremony" hosted by the Smithsonian's National Museum of American History, Thurs., Sept. 7, 2006, at the museum in Washington, D.C. The flag, which was first unfurled from the roof of the Pentagon the day after the Sept. 11, 2001 terrorist attacks, has been on view in the museum since September 2002.

State Employee Pay Growth Below Inflation Rate

For Third Straight Year, According to National Survey

Washington, DC—Salaries for state-employed professionals registered a modest increase over the previous year but still lagged behind the inflation rate, according to the 2006 AFT Public Employees Compensation Survey, the only national survey that tracks such trends.

"If states are going to attract and retain top professionals for critical state government services, they must pay a competitive wage," said AFT President Edward J. McElroy. "At a minimum, this means paying salaries that keep pace with inflation and trends in the private sector. Unfortunately, states appear to be falling short on both counts."

The new report reveals that median salaries across the 45 occupations surveyed increased an average of 2.5 percent from 2005 to 2006, almost a full percentage

See STATE PAY GROWTH, pg. 8

Did you know: The average American now spends an astounding 47 hours a year stuck in traffic—more than an entire work week!

Nationwide, it would take an additional 104,000 lane-miles of capacity (about 6.2 percent of current lane-miles) to eliminate the worst areas of congestion, costing about \$533 billion in 2005 dollars. While \$533 billion is a big number, at about \$21 billion per year, it is 10-15 percent of the likely highway program over the next 25 years, about 28 percent of the cost of current MPO long-range transportation plans, and 39 cents per day per commuter trip.

Performance Management System “Lost in Translation”

Federal Executive “Pay for Performance” Results Released

Washington, DC—The Senior Executives Association (SEA), in conjunction with Avue Technologies, released the results of the first survey designed to assess the impact of the new pay and performance management program among the career executive ranks of the federal government.

The survey revealed significant issues with this performance-based pay system, which is the first implemented government-wide and which may likely be the precursor to performance-based compensation systems for the rest of Government. The survey's findings identify major concerns expressed by the Government's key executives.

SEA and Avue hope that the survey's results will provide an impetus for addressing major policy and implementation matters, which is necessary if the SES system is to be a fair and effective one and the SES is to continue to attract and retain the qualified senior leadership required by government.

Survey responses were received from approximately 850 career Senior Executives Service (SES) members. The

survey asked Federal executives to provide information regarding their experience with and views of the new SES performance management system. The survey was administered by Avue Technologies Corporation, the world leader in workforce management technology solutions for Federal government.

“The intent of the legislation establishing this new SES pay and performance management system was laudable. The provisions of both the statute and the regulations—with a few clear exceptions—made sense. Yet the survey results demonstrate that something has been ‘lost in translation’ as the system has been implemented,” said SEA President Carol A. Bonosaro.

SEA will formally present the survey findings and recommendations on September 26, at a hearing of the Senate Subcommittee on Oversight of Government Management. During the hearing, Bonosaro will discuss the findings in detail and focus on the key issues surfaced by the SES, including the following:

- SES members believe SES performance plans should hold individuals accountable for achieving agency goals and mission-related results.
- SES members believe there was pressure to reduce number of high ratings because of rating quotas or forced distributions.
- SES members see a disconnect between ratings & rewards.
- SES members deemed the new system had no effect on their performance or that of their peers.
- SES members reported a negative effect on morale and motivation twice as often as they reported positive effects.
- SES members reported a lack of communication and system transparency.
- SES members think that abolishing SES ranks eliminated meaningful distinctions in job responsibilities.

Among its recommendations for legislation, SEA cited the following:

- Mandatory minimum market-based adjustment for Senior Executives rated at the fully successful or higher level

- Assured 5 percent increase for new Senior Executives appointed from within government
- Pay adjustments for career appointees without supervisory officials
- Assured funding of SES salary increases
- Inclusion of executive performance awards in “high-3” average salary calculations for retirement purposes
- Statutory prohibition of quotas or forced distribution of ratings
- Agency performance management system certification on calendar year basis with 5-year term
- Transparency of ratings for Senior Executives, including biennial survey

Those that responded to the survey were very representative of the Senior Executive Service in terms of gender and cabinet level agencies, and they very closely mirrored the SES workforce in terms of pay rates. They represented, however, more experienced SES (in age and years of federal service) than would

See PAY FOR PERFORMANCE, pg. 3

Who Will Pay the \$11 Billion Pricetag for Real ID?

From REAL ID, pg. 1

four identity documents per applicant, with more than 80 million transactions performed annually, applicant processing time will more than double for citizens in most states, with waits in some areas increasing by up to 200 percent. Several provisions under consideration by the Department of Homeland Security were not addressed by the survey and could potentially further impact citizens and DMVs and add significantly to the costs described above.

“States feel it is vitally important for Congress and the administration to understand the substantial fiscal and operational cost of altering state systems,”

said NGA Executive Director Raymond C. Scheppach. “This report identifies the most significant costs of Real ID compliance and describes the impact to states' business processes.”

“There's no question that state legislators believe driver's licenses should be as secure as is possible,” said NCSL Executive Director William T. Pound. “The \$11 billion question is, ‘Who's going to pay for it?’ State legislators are eager to work with Congress and the administration to ease the impact of Real ID and look forward to doing so.”

Among the recommendations outlined in the report, states asked the federal government to:

- extend the compliance deadline;
- provide the funds necessary for states to comply with Real ID;
- provide the federal electronic verification systems necessary to comply with the law;
- require states to employ electronic verification systems only as they become available;
- implement a 10 year re-enrollment schedule;
- adopt uniform naming conventions to facilitate electronic verification between files;
- allow reciprocity for persons already vetted by the federal government

- establish card security criteria based on performance—not technology; and
- grant the Secretary of Homeland Security the flexibility to recognize innovation at the state level.

“As those primarily responsible for issuing licenses and identification cards, governors, state legislators and motor vehicle administrators are working together to ensure the act is implemented in a cost-effective and operationally feasible manner,” said AAMVA President and CEO Linda Lewis-Pickett. “Our goal is to improve the security and integrity of licensing and identification systems to ensure maximum safety and minimum inconvenience for all Americans.”

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New Jersey Citizens on Parole and Probation Submit Plea for Right to Vote

Newark—The American Civil Liberties Union and the Rutgers Law School Constitutional Litigation Clinic filed a petition today urging the Inter-American Commission on Human Rights to rule that denying New Jersey citizens on parole and probation the right to vote violates universal human rights principles.

“The premise of a participatory democracy is simple: that citizens are able and encouraged to participate. The cornerstone of participating in our democracy is the right to vote,” said Laleh Ispahani, senior policy counsel at the ACLU. “Ignoring the racial implications of denying blocks of people the right to vote violates basic democracy, fairness and human rights principles.”

Of the approximately 100,000 parolees and probationers subject to the state’s felon-disfranchisement law, more than 60 percent are African American or Latino, which the ACLU and Rutgers say is in large measure a consequence of racial profiling in the criminal justice system. As a result, the political power of the African American and Latino communities in New Jersey is diluted because they are disproportionately excluded from voting.

The problem of disfranchisement is widespread across the nation, the ACLU said. According to the petition 19 other

states and the District of Columbia have disfranchisement policies that are less sweeping than New Jersey’s; 19 have the exact same policies; and another 12 exclude even more categories of people than New Jersey. Only two out of the 50 states permit voting in prison, a practice embraced by nearly one-half of European nations. Notably, those states, Maine and Vermont, are far more racially homogeneous than most of the country.

The organizations are requesting that the Inter-American Commission investigate the claims made in their petition, declare the federal government and New Jersey and other states with similar post-incarceration voting restrictions in violation of universally accepted human rights standards, and most importantly, to urge all U.S. states to bring their felon disfranchisement laws into line with these standards.

“Although it is true that the IACHR cannot compel action by the state of New Jersey, we believe that the moral suasion of such an eminent hemispheric body would be taken very seriously by New Jersey officials,” said Frank Askin of Rutgers Law School Constitutional Litigation Clinic.

Earlier this year, the ACLU released *Out of Step with the World*, the first comprehensive international comparative study of felon disfranchisement policies. It

examines other western democracies’ policies, practices and legal precedents and the result is clear: the United States lags far behind the rest of the democratic world.

Established by the United States and Latin American countries in 1959 under the auspices of the Organization of American States (OAS), the Inter-American Commission on Human Rights, which sits in Washington, D.C., is expressly authorized to examine allegations of human rights violations by members of the OAS.

The Commission is also authorized to conduct on-site visits to observe the general human rights situations in all 35 member states of the OAS and to investigate specific allegations of violations of Inter-American human rights treaties and other instruments. Its overall responsibility is to promote the observance and the defense of human rights in the Americas.

In order to petition the body, all domestic judicial avenues of redress must be exhausted. In this case, a challenge under the New Jersey Constitution to the state’s disfranchisement law was rejected by the Superior Court Appellate Division and review was denied in March of this year by the New Jersey Supreme Court.

The United States takes its international responsibilities seriously, specifically in

relation to proceedings before the Commission. Recently, the United States has vigorously defended its position when challenged on such issues as the juvenile death penalty and the detention of detainees at Guantánamo.

The ACLU’s new Human Rights Program is dedicated to holding the U.S. government accountable to universally recognized human rights principles. The Human Rights Program is charged with incorporating international human rights strategies into ACLU advocacy on issues relating to national security, immigrants’ rights, women’s rights and racial justice.

The petition is brought by Ispahani, Steven Watt and Ann Beeson of the ACLU Human Rights Program and Askin and Penny Venetis of the Rutgers Law School Constitutional Litigation Clinic. The lead petitioners are the New Jersey State Conference of the NAACP and the Latino Leadership Alliance of New Jersey.

Out of Step with the World is available online at:

www.aclu.org/votingrights/exoffenders/25663pub20060525.html

The petition to the IACHR is available online at: www.aclu.org/intlhumanrights/gen/267311gl20060913.html

Fund for NY ad

SES Survey Cites Problems with Performance Pay System

From **PAY FOR PERFORMANCE**, pg. 2

be representative of the entire SES corps.

- 43.7 percent of survey respondents have 30 or more years of service versus 30.6 percent of the permanent ES workforce
- 53.5 percent of survey respondents are 55 or older versus 44.1 percent of the permanent ES workforce

“We believe our survey represents the views of the most experienced and qualified of the SES corps—and that’s what makes these results so important,” said Linda Brooks Rix, Co-CEO, Avue Technologies. “Leadership should take an in-depth view of these results to assure future attempts address the lessons learned and steer clear of the pitfalls identified in implementation of this system for the SES. This is the most important pilot of a performancebased pay effort we have seen the Government

enact to date. Given the effects on actual performance, retention, motivation and morale, we should make every effort possible to align the strategic intent of such performancebased pay initiatives with actual execution of the programs designed to fulfill such intent. In particular, careful attention should be paid to avoid the unintended consequences of such an effort as Government pursues this initiative for the workforce as a whole.”

“SEA shares the Administration’s interest in making the SES pay and performance management system a success and one which might be viewed as a model for other such systems in government. We undertook the survey in that spirit, and we hope that OPM and the Chief Human Capital Officers will review our findings and work with us to correct the problems we have found,” concluded Bonosaro.

The full report may be downloaded at: <http://www.seniorexecs.org/>.

The NOVEMBER PA TIMES topic will be:

*Impacts of Privatization
and Government Restructuring*

There is still space available for advertising and articles.

Deadline for both is October 22, 2006

PA Education Commentary

The Executive MPA: An Efficient Pathway to Effective Government

Maja Holmes, Marc Holzer,
Byron E. Price

There is a new educational opportunity in town for the many experienced professionals who are interested in building upon their success in leading public sector programs and policies. The same public affairs and administration schools that have been educating generations of students for careers in public service are now offering an executive level masters program to prepare today's public sector leaders for the contemporary leadership and management challenges

Executive education is gaining momentum within public affairs and administration. At the 2005 NASPAA Conference, more than sixty program representatives attended a panel discussion on the Executive MPA. The 2006 NASPAA conference will feature an Executive Education Conference-Within-A-Conference, featuring panel discussions on the diverse opportunities, unique student characteristics and effectiveness of Executive Education programs.

At least 40 NASPAA programs offer an Executive Masters degree, twenty-nine offer executive certificate programs, and several dozen offer executive seminars. NASPAA has recently named an Executive MPA Committee to provide policy guidance on promoting and supporting quality Executive Education programs. The Committee is actively pursuing additional opportunities to increase the visibility and articulate the value of Executive MPA programs.

Executive MPA Programs are designed for the formal education of current or potential governmental and nonprofit executive leaders. The Executive MPA is a Masters degree designed for individuals who work with or for public sector organizations, possess significant professional achievements and are interested in advancing their careers. The Executive MPA allows individuals to continue their full-time professional careers while developing sophisticated skills in administrative leadership and critical analysis within the public sector context. These programs offer students three distinct advantages:

- **Transformative Leadership:** Public sector professionals today face the complex task of managing beyond their agencies, measuring performance, and leading a diverse staff. The Executive MPA allows experienced practitioners to develop collaborative leadership skills, sophisticated evaluation and performance management tools, and effective strategies to recruit and retain talented staff. Executive MPA programs emphasize reflection, relevant connections between theory and practice, and practical tools to help public sector professionals become transformative leaders.

- **Career Credibility:** The Executive MPA, as a degree program, provides a portable,

more widely recognized credential. In contrast, continuing education and leadership training, which have the advantage of being shorter and more topic-specific, are limited in their marketability and resume-building capacity. Executive MPA alumni leverage the degree to seek greater positions of responsibility in public sector organizations.

- **Broader Horizons:** Executive MPA programs bring together directors, assistant directors, high-level technical staff, senior managers, and advisors from a variety of public policy domains, providing a fertile ground for peer-to-peer learning. The interaction with their peers exposes Executive MPA students to alternative management practices and professional opportunities.

A typical Executive MPA student is a college graduate (any major) who has 5 to 10 years of cumulative experience with public or nonprofit organizations and at least three years of middle-to-upper level managerial experience. Executive MPA students come from mid- to high-level administrative posts in such organizations as:

- Federal Government
- State Government
- Municipal Government
- County Government
- Law Enforcement Agencies
- County Authorities
- Nonprofit Organizations
- Education Agencies
- Health Care Providers

Because the Executive MPA prepares seasoned managers for executive leadership roles, students in the program are provided with a strong knowledge base in the most up-to-date public management systems, allowing them to increase the effectiveness and success of the governmental and nonprofit organizations in which they serve. Executive MPAs are often offered as a separate "track" from a traditional MPA degree program, with their own schedule, curriculum, and cost.

Courses are often scheduled so as to limit disruption to the workweek and to allow for earning of the MPA in the shortest time span possible. Executive MPA classes might meet in the evenings or on the weekends. For example, the School of Public Affairs and Administration at Rutgers-Newark schedules Executive MPA courses on Fridays from 3 p.m. to 6 p.m. and on Saturdays from 9 a.m. to 12 noon.

The schedule is designed to have a minor impact on students' work commitments. Courses are often offered off-campus in the state capitol and the municipal centers of major cities, providing convenient, central locations for most participants in the program. A number of Executive MPA

programs do offer on-line courses, but most programs rely on classroom sessions.

Students are generally able to complete the course work for the Executive MPA within two-and-one-half years, a period comparable to that of part-time MPA students in traditional programs. Executive MPA classes are primarily taught by a mix of full-time graduate faculty and highly qualified practitioners who help integrate conceptual knowledge and the practical experiences of professionals in executive leadership positions.

The Executive MPA builds upon the extensive knowledge base that experienced public sector and non-profit professionals possess. The Executive MPA curriculum provides a hands-on and in-depth exposure to the leadership, managerial and analytic skills critical to advanced public sector professionals.

Many Executive MPA programs encourage students to actively engage their professional responsibilities with the course content. Traditional MPA programs focus on the education needs of pre-service profes-

sionals and individuals early in their public sector careers. The Rutgers Executive MPA emphasizes an analytic curriculum that develops and enhances competencies in performance measurement, citizen-driven government, strategic planning, and building management capacity.

The Executive MPA also serves as a repository of information for students to access best practices, research, and the latest trends in performance measurement and reporting. That is, Rutgers Executive MPA program helps build executive leadership and improve governance abilities with an emphasis on enhancing public sector efficiency and effectiveness. Executive students can also obtain certificates in non-profit management, advanced training in public administration, and public performance measurement.

Graduates of the Rutgers Executive MPA program have gone on to lead agencies at all levels of government. Two have served as Commissioners of Labor and Workforce Development for the State of New Jersey. A

See EXECUTIVE MPA, pg. 10

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Making Big Plans: Bush Expands Use of National Strategies

John Kamensky

The Government Accountability Office, in its assessment of the implementation of the Government Performance and Accountability Act, said “Congress should consider amending GPRA to require the President to develop a governmentwide strategic plan.” The President’s Office of Management and Budget objected, saying the President’s Budget serves as the government’s strategic plan.

The debate over a governmentwide strategic plan has been underway for more than a decade. In fact, GPRA requires OMB to prepare an annual governmentwide performance plan, which has not been prepared as a separate document for more than five years because OMB says that the budget fulfills that requirement.

So, does the federal government just ignore challenges that are long-term, large-scale, multi-agency, and multi-sector?

Not really. While OMB has resisted a governmentwide planning requirement, necessity has in fact created just such a process in the past five years.

After the September 11, 2001, terrorist attacks, President George Bush understood the criticality of developing a national—not just a federal—approach to fighting terrorism. He expanded the use of

a relatively new policy vehicle—which the White House calls a “national strategy” document—as a way of creating an overarching strategic plan around a specific need or outcome.

One of the first, the 90-page National Strategy for Homeland Security, was issued in July 2002. It addresses the threat of terrorism in the United States and focuses on the domestic efforts of the federal, state, local and private sectors. It identified three major goals—prevent terrorist attacks, reduce vulnerability, and minimize damage and recover from attacks. These are underpinned by six objectives, each of which have 5-12 accompanying activities. These are implemented via presidential directives (such as Homeland Security Presidential Directive 5) which in turn drive specific initiatives such as the development of the National Response Plan or the National Incident Management System.

National strategy documents have been issued in the past. Their use seemed to have started under President Clinton in the mid-1990s, such as the International Crime Control Strategy in 1998. In fact, some were required by law, such as the 1997 National Military Strategy of the



United State of America, but these were not signed by the President and largely dealt within the bounds of a specific agency. For example, the national military strategy was signed by the chairman of the joint chiefs of staff and focuses on the armed forces—force structure, acquisition, doctrine, etc.

Other agencies had developed cross-cutting national strategies. For example, the Office of National Drug Control Policy’s national strategy and the attorney general’s inter-agency counterterrorism and technology crime plan, pre-existed the Bush Administration’s use of national strategies.

To date, there are about a dozen national strategy documents that address terrorism or related issues (see accompanying box). But just what is a “national strategy” document? Congress asked this question of GAO and it prepared a report that assessed those that related to terrorism. GAO concluded “National strategies are not required by executive or legislative mandate to address a single, consistent set of characteristics...we found there was no commonly accepted set of characteristics used for an effective national strategy.”

So GAO developed a set of six “desirable” characteristics! They are:

- Purpose, scope and methodology
- Problem definition and risk assessment
- Goals, subordinate objectives, activities and performance measures
- Resources, investments and risk management
- Organizational roles, responsibilities and coordination
- Integration and implementation

GAO developed these characteristics based on existing strategies, as well as best practices agencies developed in drafting their strategic plans under GPRA.

GAO found that national strategies differ from other federal government planning documents in that they were national—not just federal—in scope, oftentimes had international components, and the federal government did not control many of the sectors, entities, or resources involved in implementing them. It also found that there was a rough hierarchy among the various terror-related strategies with cross-references among them.

For example, the National Security strategy provided an overarching strategy for national security as a whole while the Homeland Security strategy provided more specific approaches to combating terrorism domestically.

However, more important than what are national strategies is an answer to “so what?” National strategies, says GAO “will not ensure a strategy-driven, integrated, and effective set of inter-agency, interorganizational programs to implement these strategies.”

There is no one central entity that can control implementation, accountability, oversight, or coordination. That’s the nature of a federal system of government. And without incentives related to national goals, the national strategies may revert to primarily a federal responsibility. So while this may concern GAO, it may not concern others.

Like most planning efforts, just the process of developing a plan may be the most valuable part of the process. It creates a dialogue among stakeholders around developing a common direction, develop relationships, and improve cooperation. GAO concerns about accountability and implementation may be important, but that may not be the only measure of success.

Still, GAO does raise valid issues. Dr. Sharon Caudle, a GAO assistant director who has been following the evolution of the national strategies, says there is not a consistent process to update the national strategies, for example the Homeland Security strategy is now four years old and should be revisited given that it is now perceived as weak in some areas such as all-hazards preparedness, which stems from the Hurricane Katrina experience.

Even if updated with new, innovative goals, organization specific strategic and operational plans must provide further direction for implementers and funders. Also, she notes that the increasing proliferation of strategies may be devaluing its use as a tool that can focus national visibility and priority attention.

What about the experience of other countries with governmentwide planning? The track record has not been clear. New Zealand, one of the pioneers in managing for results, found that it could successfully create accountability and focus on program outputs that it could control, but not on policy outcomes where it had less control.

It has experimented with several approaches for developing outcome-oriented governmentwide strategies and plans over the past 15 years, but has not developed a solution to the control and accountability issues that GAO has raised. Other countries that have attempted governmentwide outcome planning—such as the United Kingdom, Canada and Australia—have not solved the problem either.

So, while there may be concerns about the use of national strategies, there does not seem to be a model of an alternative approach that works on a large scale. Or is there? This seems to be a “work in progress,” so if you have any examples, please share!

ASPA member John Kamensky is a senior fellow with the IBM Center for The Business of Government, where he recently co-authored “Six Trends Transforming Government.” He is also an associate partner with IBM Global Business Services and a fellow of the National Academy for Public Administration. He can be reached at john.kamensky@us.ibm.com.

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March 23-27, 2007

Winners Honored at Conference

Joint Awards

National Public Service Awards (NPSA)

ASPA and the National Academy of Public Administration have established the National Public Service Awards program to pay tribute to public service practitioners, to provide recognition for outstanding individuals, and to underscore the need to have creative and highly skilled individuals as career managers of complex and demanding government functions. There is a separate nomination procedure for these awards. A brochure with complete nomination information is available by contacting ASPA.

Charles H. Levine Memorial Award for Excellence in Public Administration

This award, presented by ASPA and the National Association of Schools of Public Affairs and Administration (NASPAA), recognizes a public administration faculty member who has demonstrated excellence in three major areas of the field—teaching, research and service to the wider community. Nominations must include a current curriculum vita of the nominee and a one-page statement on each of the following three criteria: Research, Teaching and Community and Public Service.

NASPAA/ASPA Distinguished Research Award

This award recognizes the research of an individual whose published work has had a substantial impact on the thought and understanding of public administration. It is not intended to honor lifetime contributions to the field. It allows the public administration community to recognize an identifiable body of work by an individual that has had specific consequences for the way we think about the field.

Center for Accountability and Performance (CAP) Awards

The Harry Hatry Distinguished Performance Measurement Practice Award

This award is presented to an individual whose outstanding teaching, education, training, and consultation in performance measurement have made a significant contribution to the practice of public administration. The winner, who does not have to be an ASPA member, must have spent the primary part of his/her career in public service and may be selected from local, state or federal government as well as from international and public service nonprofit organizations. The award recognizes a person who has made outstanding contributions on a sustained basis rather than a single accomplishment. Preference will be given to a person whose accomplishments have been measured and whose impact has been documented in the literature.

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This award is presented to an organization that has yielded outstanding results on a sustained basis. It recognize outstanding applications of a systems approach to performance measurement, and demonstrated positive effects on government performance and accountability. The organization may be selected from local, state or federal government as well as from international and public service nonprofit organizations. Preference will be given to an organization whose results have been measured and whose impact has been documented in the literature or at conferences.

Joseph Wholey Distinguished Scholarship Award

Awarded for outstanding scholarship on performance in public and nonprofit organizations. The author(s) must provide a significant contribution to advancing knowledge in a scholarly journal about the development, implementation, use and impact of performance measurement. Preference will be given to a scholarly work that is relevant to the broad public administration community and is of interest to both practitioners and academicians.

Professional Recognition

Gloria Hobson Nordin Social Equity Award

This annual award recognizes lifetime achievement and effort in the cause of social equity and is open to all nominees. Candidates may be employees of state, local or federal government; employees in the non-profit sector; or employees of colleges and universities. Elected public officials are eligible for the award. Employees from the private sector are also eligible for the award, but the emphasis should be on their achievement and effort in the public sector.

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This award is presented to a public manager for excellence in public service management, particularly in the areas of natural resource management or environmental protection. Selection criteria include demonstrated attention to strategy, structure, systems, shared values, and skills, but the bottom line criteria is the achievement of results that contribute to public safety, health, welfare, and the quality of the environment.

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Presented to persons who have made outstanding contributions to the professional literature of public administration over an extended career. To be eligible the nominee must have had at least one article published in *Public Administration Review* and a minimum of 25 years of active scholarship that has furthered the discipline of public administration. The name and career summary of the Waldo Award winner will be published in *Public Administration Review*.

Equal Opportunity/Affirmative Action Exemplary Practices Award

Presented to individuals and organizations which have made outstanding contributions to a more equal society. Up to four awards may be presented to individuals and organizations representing the following categories: federal, state, or local government units, educational institutions, non-profit institutions, private sector organizations.

Elmer B. Staats Lifetime Achievement Award for Distinguished Public Service

The Elmer B. Staats Lifetime Achievement Award for Distinguished Public Service has been established to honor a public administrator's career accomplishments and contributions to the public service and ASPA over a lifetime.

Paul P. Van Riper Award for Excellence and Service

The Paul P. Van Riper Award for Excellence and Service will be awarded to an ASPA member who has made significant contributions to both the academic and practitioner communities of public administration. Award recipients will have distinguished themselves through their current active engagement in and contributions to developing the public service of the future.

International Public Administration Award

This award honors a distinguished foreign scholar or practitioner for significant contributions to public administration in other nations.

To be eligible to be nominated for the award, the individual must meet the following criteria: holds citizenship in a nation other than the United States of America, lives and works (primarily) in a nation other than the United States of America, contributes significantly to the field of public administration as a scholar, practitioner, or both, as demonstrated by publications, other awards and honors, and the testimony of the nominee's colleagues and beneficiaries of the nominee's work.

Society Awards

Chapter/Section Newsletters

These awards are given annually to recognize newsletters as a vital means of communication and a valuable service offered to chapter and section members. All chapters and sections are eligible. Chapters and sections wishing to be considered must submit three issues of their newsletters which were published between December 1, 2005 and November 30, 2006. The chapters and sections will be placed into categories by membership size and judged accordingly.

Oveta Culp Hobby Training Awards

These awards recognize chapters and sections which provide professional development to members through planned activities. Chapter and section programs presented during calendar year 2006 are eligible. Nominations should explain how the programs meet the following criteria:

- Is the program offered to ASPA members and transferrable to other organizations?
- Is the program a vehicle for ensuring ethical practices in government?
- Does the program identify new topics and target audiences?
- Does the program promote knowledge and skills to be a creative, ethical, and responsible public manager?
- Does the program identify beliefs and practices to excel in the public service?

Donald C. Stone Service to ASPA

The Stone Award pays tribute to ASPA members who have contributed outstanding services to the Society. Any individual currently an ASPA member and who has been an ASPA member for three consecutive years is eligible for consideration. Current or former ASPA presidents, the current president-elect and the vice president are not eligible. Letters of nomination may be submitted by any current ASPA member on behalf of another member and should include a brief narrative of the nominee's services to ASPA.

Academic Recognition

Conference Scholarship for Graduate Students

Each year, ASPA presents four student conference grants in the amount of \$250 each. ASPA chapters are invited to nominate a student for this award. This year's recipients were selected based on their outstanding academic records and their commitment to a public service career in practice or research.

Walter W. Mode Scholarship

Managed by the ASPA Endowment, Inc., the Mode Scholarship is awarded out of a special fund named in honor of Walter W. Mode (the 30th National President of ASPA, with a distinguished record of public service at the federal and international levels). One \$2500 scholarship is given each year for graduate study in public administration to a student who is an ASPA member and who demonstrates a commitment to a career in the public service.

Wallace O. Keene ASPA Conference Scholarships

Established in 2003, the Wallace O. Keene ASPA Conference Scholarships are awarded to students in the fields of public administration and public policy. The scholarships are intended to provide students financial assistance to attend the ASPA national conference, and thereby expand their knowledge of the field and their acquaintance with others in the field. The \$250 scholarships are also intended to emphasize the impact of ethical leadership on the public's trust in government. Click here for more information.

Visit ASPA's website for more detailed information and criteria on all of the awards listed above.

www.aspanet.org

I hereby nominate: _____ for a 2007 ASPA Award. This nomination is for the following award: _____

Included with this nomination form is a one page summary of why the individual or organization nominated deserves this award, including an accurate address and telephone and fax numbers; and any additional materials which may be required for this award. Please refer to award criteria located on these pages.

Nominator

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Organization

Address

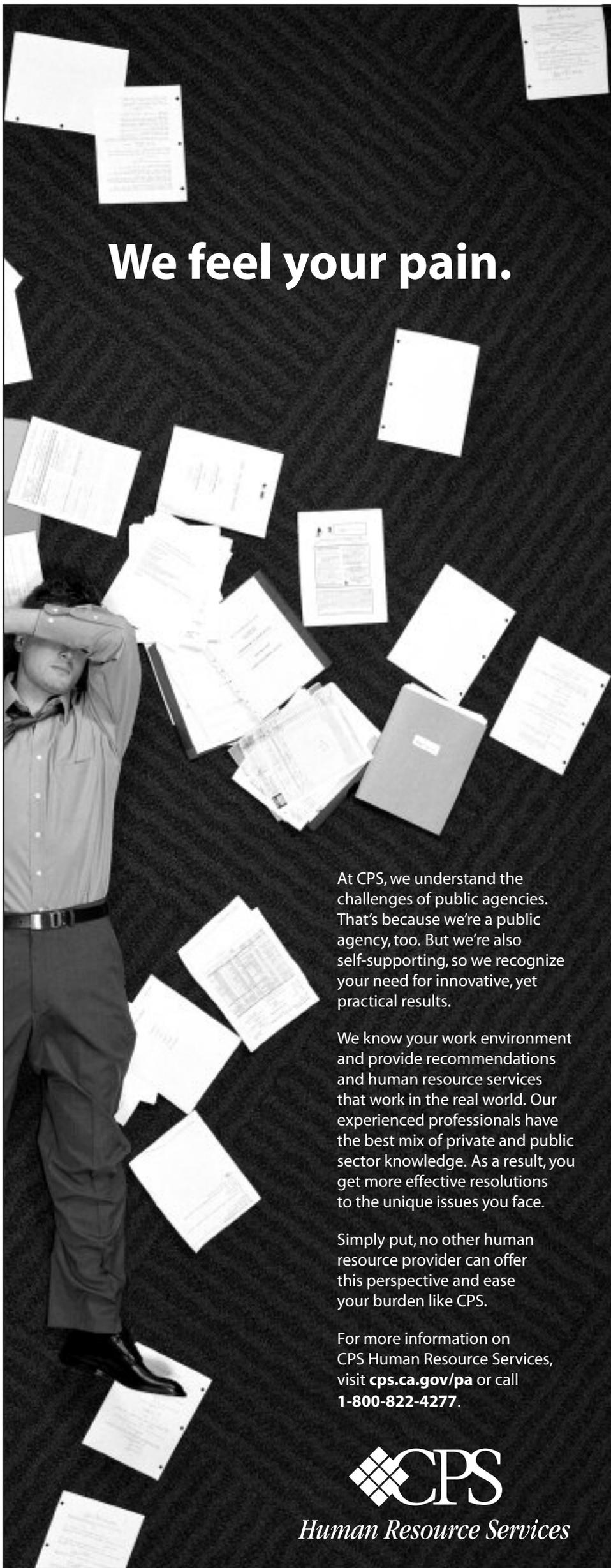
Daytime Phone Number

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I certify that the submission meets all eligibility requirements. I understand that any entry which fails to meet submission requirements may be disqualified.

Signature of Nominator

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Commentary

Public Service Academy Would Promote Strong Civilian Leadership

Chris Myers Asch

For many young people in my generation—I am 33, on the cusp between Gen X and Gen Y—public service seems quaint, a bit old-fashioned. Growing up in the wake of Watergate, Vietnam, and politicians proclaiming that “government is the problem,” many of us naturally assumed that the real “action” lay elsewhere, in the private sector where our talents would be appreciated and our efforts remunerated. While our parents devoted their lives to the public institutions that kept our country functioning, many of us chose instead to pursue our private ambitions.

Little wonder, then, that our public institutions face such a crisis in long-term leadership. Readers of the PA Times know the dimensions of the problem far better than I do. You know, for example, that the Congressional Budget Office has warned of “the graying of the federal work force.” You know too that, according to the Partnership for Public Service, 44 percent of all federal workers will become eligible to retire over the next five years. This is indeed a crisis, and it requires serious, long-term solutions.

One bold idea is coming from the very generation that has helped create the problem in the first place. Driven by two thirtysomething Teach for America alumni—myself and Shawn Raymond—the idea is deceptively simple and potentially revolutionary. We want to build a U.S. Public Service Academy.

Modeled on the prestigious military service academies, the Public Service Academy would promote public service and develop civilian leaders the way the service academies promote national defense and nurture military leaders. Think of it as a “civilian West Point” where the nation can build a corps of civilian leaders with the moral character, academic training, and leadership to serve America honorably.

As America's first national civilian university, the Academy would recruit top students from across the country and offer them a rigorous undergraduate education focused on leadership development and public service. In return, Academy graduates would spend five years serving their nation by working as teachers, law enforcement officers, emergency responders, and other critical public service jobs at the local, state, and national levels. During their five-year commitment, Academy graduates would be on the fast track to leadership, propelling them into a lifetime of public service.

Spots for incoming freshmen would be allocated by state, following a congressional nomination process that would insure geographic diversity and generate an annual class of roughly 1300 students. These students would follow a structured, academically rigorous program that combines a traditional liberal arts curriculum with stringent requirements for service learning, study abroad, and summer leadership development.

The Academy would be unlike any civilian college in the country. No undergraduate institution offers a program as intense, practical, or service-oriented as what the Academy would provide. Like the military academies, the Academy's rigorous program would foster a campus culture of service that would unify graduates with a shared sense of mission. Four years at the Academy, combined with the five-year post-graduation service requirement, not only would give Academy graduates an unmatched educational experience, it also would help our nation meet critical needs.

In less than a year, the grassroots movement to build the Academy has assembled an impressive team of three dozen advisors, including academics such as Charles Moskos, policy leaders such as Dennis Ross, non-profit heads such as Wendy Kopp, and military leaders such as Lt. Gen. Dave Palmer, former superintendent of West Point. We also are proud to include the American Society for Public Administration's own Executive Director, Antoinette Samuel, on our board. The Academy movement has attracted congressional attention as well. This fall, the Public Service Academy Act of 2006 will be introduced by members of both parties in Congress.

Many Americans grasp intuitively that the U.S. Public Service Academy is an idea whose time has come. The Academy has the potential to become the defining institution of our generation, a college that captures the patriotic spirit of our young people and channels it into public service. It would be an inspiring symbol of the federal government's commitment to developing public leadership as a long-term investment in homeland security. Simple enough to grasp in a sentence, yet complex enough to address the long-term crisis in civilian leadership, the Academy is a winning idea.

*Chris Myers Asch is the co-founder of the U.S. Public Service Academy (www.uspublicserviceacademy.org).
E-mail: asch@uspublicserviceacademy.org*



Have you visited ASPA's web site lately?
www.aspanet.org

Some State Positions Show Salary Improvements, Many Others Stagnant

From **STATE PAY GROWTH**, pg. 1

point below the inflation rate of 3.4 percent for that period. This is the third straight year that the salary increases of state employees failed to keep pace with inflation, indicating a troubling decline in real wages (wages adjusted for inflation).

The average salary increase was also significantly below the increase in total state general fund spending, which was estimated at 7.6 percent in fiscal year 2006, according to the National Association of State Budget Officers.

There are some positive results for state employees in the survey. A handful of positions facing shortages or challenging working conditions registered solid salary increases, such as correctional officers (11.2 percent) librarians (6.7 percent), chemists (6.3 percent) and nurses (5.6 percent).

Yet, as has been the case every year since the survey's inception, this year's edition generally shows a significant private-public sector pay gap. For example, biologists earn an average of \$71,718 in the private sector compared to \$43,583 in the public sector—a 65 percent differential. Computer systems analysts earn \$77,563 in the private sector compared to \$55,800 in the public sector—a 39 percent differential. And, despite the fact that public sector librarians registered salary increases this year, they still lag their private sector peers by nearly \$18,000 (\$59,320 vs. \$41,481)—a 43 percent differential.

One undisputed factor that helps alleviate the private-public sector salary gap is collective bargaining. In the states with collective bargaining rights for

public employees, public sector salaries are generally closer to private sector salaries, the report finds for the seventh consecutive year.

“Collective bargaining can help increase salaries, but it also has other important advantages that help attract and retain talented professionals,” said Steve Porter, director of AFT Public Employees. “Collective bargaining gives public employees a voice to create better and safer working conditions and to improve the public services they provide. For public employees, the ability to have a say on the job is often as important as salary and benefits.”

The AFT Public Employees Compensation Survey has been published annually since 2000. The survey examines 45 representative job titles with data from 50 states and the District of Columbia, asking states to match the job description provided by AFT Public Employees. This methodology allows for salary comparisons across states for a particular job title, although cost-of-living and other factors should be considered.

“Providing high-quality public services is among the best and most cost-effective investments that taxpayers and governments can make,” said McElroy. “These services are the foundation of our communities, making possible the safe streets, clean air and water, economic development and quality healthcare we all rely on. Public employees are the people behind these services, and they deserve our full support.”

The complete results of the 2006 salary survey can be found on the AFT website: <http://www.aft.org/salary/2006/download/PECompSurvey06.pdf>.

Letters to the Editor

Readers Continue to Respond to Whether June Issue was Politically Slanted

I must take issue with Karl Thoennes when he remarks that the June [2006] issue of the *PA TIMES* was too political.

I'm a Republican who will be voting Democratic for the first time in the coming elections—just to try and restore some checks and balances to the federal government. However I don't think news that is unflattering to the current administration is by definition “left” or “political.” The articles cited are reporting facts—if someone does not approve then do something about it don't shoot the messenger. The intelligent right has been taken over by ideologues—until we can get it back we can't let fundamental values slip away.

Albert Swanson
Scottsdale, AZ

I certainly agree that *PA TIMES* has a Democratic slant, which probably reflects the political orientation of ASPA's members. But that does not make it right.

When I was on the National Council from 1970-73 we did an analysis of what ASPA's role should be. Some wanted political action, but the Council voted for professional development, which I happen to agree with. Our Executive Director John Garvey Jr., favored political action and resigned. John was an excellent ED, and should have just followed his governing body's policy, as any manager should. ASPA is not the American Political Science Association.

As someone who founded two ASPA chapters and inaugurated MPA programs at two branches of the University of Alaska I still feel the same way.

Doug Stark
DPA, Life Member

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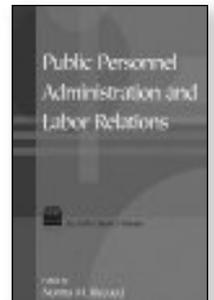
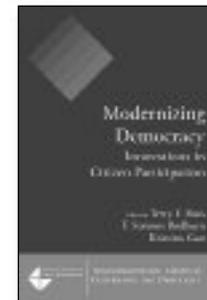
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FREDERICKSON PERSPECTIVE

A Column by H. George Frederickson

PA Times invites your opinions regarding issues addressed in this space, or any public management issues. Please fax us at (202) 638-4952 or e-mail us at: cjewell@aspanel.org. The viewpoints expressed in the Commentary section of PA Times are the individuals' and are not necessarily the viewpoints of ASPA or the organizations they represent.

The Challenges of Federal Preemption

H. George Frederickson

In the numbing complexity of contemporary American government, it is the fragments, bits, and details of particular issues that draw attention to themselves and capture our interest. In the density of governmental detail we rarely see a subject in full or get a clear look at the big picture. I am pleased to report that one of those rare moments is here.

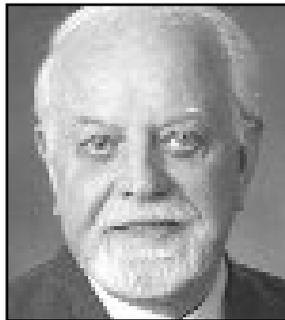
I have at hand a recent report on the remarkable extent to which the American federal system, that system by which power and sovereignty are shared between the national and the state governments, is being centralized. Year after year more and more bits and pieces of state government are taken over by the national government through several processes that, together, are known as "federal preemption."

The report to which I refer is "Beyond Preemption: Intergovernmental Partnerships to Enhance the New Economy," written and published by the National Academy of Public Administration. In just 50 pages Beyond

Preemption simplifies a very complicated subject, making it understandable to laypersons, which is to say, nonlawyers. More important, along with its general findings and its description of the rapidly changing terrain of American federalism, *Beyond Preemption* includes practical and timely suggestions for returning to a more balanced allocation of powers between the states and the national government.

The primary findings in *Beyond Preemption* are these:

Two-thirds of all federal preemption laws have been enacted in the last 40 years. "Much of the current pressure for these uniform laws, rules, and standards is coming from the proposed need to facilitate business operations and protect consumers across multiple political borders, and these standards often can be most easily and quickly adopted by Congress and through the international



treaties negotiated by the federal government. When this happens, any inconsistent state and local provisions are preempted—often forever. National lobbyists for business, labor, environmental, civil, and other rights often have greater influence in supporting uniform national standards than have the countervailing lobbyists

for federalism principles. At the same time Congress has been preempting state and local responsibilities, it has been deregulating the private sector and offering businesses more incentives for flexibility in their operations. New technologies and globalization appear very likely to continue to strengthen pressures in this same direction."

"This trend toward centralization is a cause for concern because it under-values the benefits that can be added to many regulatory programs and policies by intergovernmental partnerships between the federal government and the state and local governments, and it restricts their discretion to use existing or improved methods to meet implementation requirements for which they often become responsible—financially as well as programmatically. In this situation, the preempted governments are particularly concerned about federal limits placed on their revenue-raising abilities. Caught in this tightening squeeze, the state and local governments are increasingly feeling a loss of control over their own destinies.

"The federal government is contributing to the growing structural imbalance in state and local budgets and the worsening prospects of these governments for achieving financial stability. These governments have much less ability than the federal government to overcome such imbalances except by making unpopular—and arguably damaging—cuts in public services.

"Federal preemption of state and local powers is only one of several tools for implementing nationwide policies and procedures. Until recently the most common way to engage state and local governments was by imposing conditions on federal spending of intergovernmental grants, loans, loan guarantees, and cooperative agreements [think No Child Left Behind, for example]... This approach relies on the federal government's Constitutional spending powers rather than on preempting state and local powers without compensation. But, as federal budgets for domestic programs have been stretched thinner, Congress has increasingly relied on unfunded mandates and preemptions to achieve national goals while disavowing federal financial responsibility."

There are readily available alternatives including partial preemptions, federal-state performance partnerships, uniform state laws, interstate compacts, and federal incentives to encourage consistent state action. "The common theme among these alternatives is the idea of intergovernmental

partnerships, which can be sustained through multilevel consultations and agreements, but which are endangered by unilateral actions by the federal government.

There is very little evidence "that Congress or federal agencies are either preparing or using the assessments of intergovernmental impacts required by the Unfunded Mandates Reform Act of 1995" or that this act is ineffective. Unfunded federal mandates are alive and well, and the load shifting bills are being paid by your cities, school districts and states.

Although these are fairly hard hitting findings, the report's recommendations are reasoned and civil, including a proposed new Intergovernmental Partnership Act; a Federalism Action Plan "powered by the national associations representing the state and local agencies;" a national dialogue on American federalism put together by the National Governors Association, the National Conference of State Legislators, and other public sector interest groups; and a federalism research agenda put together by the National Academy of Public Administration to fill the vacuum left by the late and lamented Advisory Commission on Intergovernmental Relations (ACIR).

These are all excellent recommendations, and their implementation should make civic and business leaders more aware of the problem of federal preemption. They might even slow the processes of centralization. One can only stand in admiration of the patience and civility of the excellent scholars who oversaw the development of this report—the always thoughtful DeWitt John of Bowdin College, the sagacious Carl Stenberg of the University of North Carolina, and Charles Wise of Indiana University, whose name is also his description. Those of the National Academy of Public Administration staff who worked on and wrote the report, including Bruce McDowell, Suellen Keiner, Eric Landau, Daniel Driscoll, Alejandro Mares, and Ashley Dugger, are also deserving of our admiration. And the National Governors Association should be thanked for their financial support of the project that resulted in this splendid report.

The editorialist has a license, when it seems called for, to be less than civil and reasonable, and to ask provocative questions. Here is one. Based on the hard hitting findings in this report is it possible that real progress on the serious matter of federal preemption, real progress on rebalancing the powers of the states and the national government, will only be made when states and localities either refuse to implement unreasonable mandates or implement them passively?

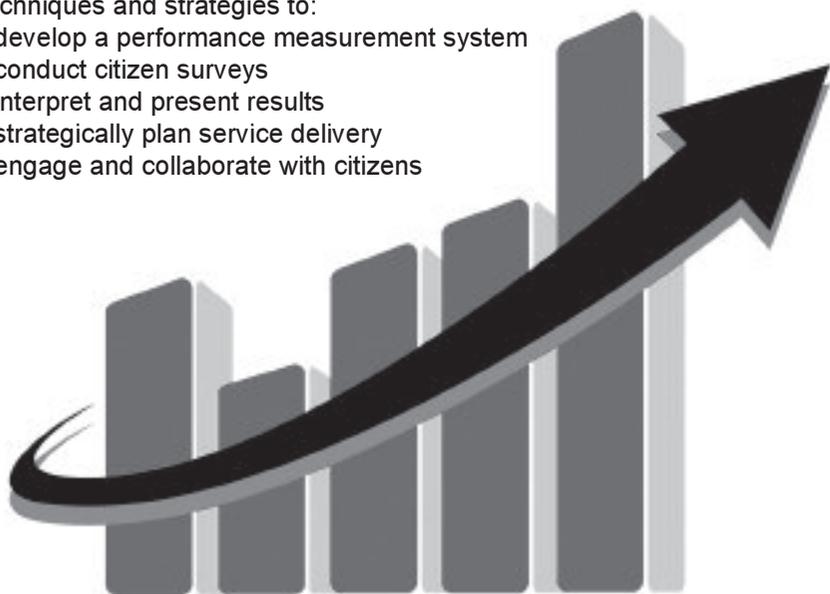
ASPA member H. George Frederickson is Stene Professor of Public Administration at the University of Kansas and co-author of both *The Public Administration Theory Primer* and *The Adapted City: Institutional Dynamics and Structural Change*. E-mail: gfred@ku.edu

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The Unethical Fast Lane Isn't Cheap!

Getting ahead by engaging in shady practices and downright unethical behavior has its price. Consider Governor Sonny Perdue who became the first sitting Georgia governor to be fined by the State Ethics Commission for violating campaign laws. In 2005, the commission fined him \$1,900 and ordered him to repay \$18,000 in campaign contributions—mostly to his wife. For the record, it should be noted that Governor Perdue has aggressively pursued ethics reform in Georgia.

Fast forward to 2006 and the Boeing Company. Caught recruiting a top Air Force weapons buyer who was overseeing Boeing contracts (remember Darleen Druyun) and facing criminal charges over allegations that it had improperly acquired proprietary documents from Lockheed Martin, Boeing agreed to pay the government \$615 million to settle the inquiry.

Getting ahead can come with a hefty price tag, wouldn't you agree?

Sources: *New York Times*, 7/26/06 and *The Associated Press*, 6/18/2005.

ASPA member Donald C. Menzel is ASPA's immediate past president and professor emeritus of Northern Illinois University. E-mail: dmenzell@tampabay.rr.com



Executive MPA a New Option

From *EXECUTIVE MPA*, pg. 4

third is now the chief administrative officer of the Tax Court for the State of New Jersey. A fourth is a Senior Budget Policy Analyst for the Association for Children of New Jersey. A fifth is Director of the Newark Office of the U.S. Equal Employment Opportunity Commission. Several have served as Township Managers.

To find out more about Executive MPA and similar programs, check out NASPAA's Executive MPA website www.naspaa.org/execmpa, which includes a national listing of Executive programs

and resources for prospective Executive MPA students.

Maja Holmes is the executive MPA coordinator, National Association for Schools of Public Affairs and Administration (NASPAA) E-mail: holmes@naspaa.org

ASPA member Marc Holzer is dean of the School of Public Affairs and Administration at Rutgers-Newark. E-mail: mholzer@pipeline.com

ASPA member Byron E. Price is an assistant professor in the School of Public Affairs and Administration at Rutgers-Newark. E-mail: byprice@andromeda.rutgers.edu

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Featured Report:

A New York State Network for Economic Research (NYSNER) conference was held on September 15, 2006, on The Upstate Economy: Demographic and Political Factors and Efforts to Create Jobs. Richard Dietz (Senior Economist for the Federal Reserve Bank of New York's Buffalo Branch) discussed coming baby-boom retirements and emerging labor market pressures. David Shaffer (President of the Public Policy Institute of the Business Council of New York State) discussed the political economy of upstate New York. John Bachellor (Executive Vice President of the Empire State Development Corporation) discussed economic development efforts of the State of New York.

www.rockinst.org

GAO Reports:

- Alternative Mortgage Products: Impact on Defaults Remains Unclear, but Disclosure of Risks to Borrowers Could Be Improved.
- The Federal Workforce: Additional Insights Could Enhance Agency Efforts Related to Hispanic Representation.
- Nuclear Energy: Status of DOE's Effort to Develop the Next Generation Nuclear Plant.
- Defense Transportation: Study Limitations Raise Questions about the Adequacy and Completeness of the Mobility Capabilities Study and Report.
- VA Health Care: Budget Formulation and Reporting on Budget Execution Need Improvement.
- Child Care and Early Childhood Education: More Information Sharing and Program Review by HHS Could Enhance Access for Families with Limited
- Coast Guard: Non-Homeland Security Performance Measures Are Generally Sound, but Opportunities for Improvement Exist.
- Information Quality Act: Expanded Oversight and Clearer Guidance by the Office of Management and Budget Could Improve Agencies' Implementation of the Act.
- Foreign Workers: Information on Selected Countries' Experiences. Mail Security: Incidents at DOD Mail Facilities Exposed Problems That Require Further Actions.
- E-Government Travel: Participation by Small Businesses and Estimated Program Savings.
- Illegal Immigration: Border-Crossing Deaths Have Doubled Since 1995; Border Patrol's Efforts to Prevent Deaths Have Not Been Fully Evaluated.

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Other Reports:

- A Manager's Guide to Choosing and Using Collaborative Networks (IBM Center for the Business of Government) www.businessofgovernment.org/
- No Booze? You May Lose: Why Drinkers Earn More Money Than Nondrinkers (Reason Foundation) www.reason.org

If you have a report for this column, contact Christine McCrehin at cjewett@aspanet.org.

Stand Where Things



Federal Judge Protects the Right to Vote in Ohio

Court Blocks Law Creating New Obstacles to Voter Registration

Cleveland, OH—A federal court in Cleveland today blocked enforcement of an Ohio state law enacted earlier this year that would have imposed crippling requirements on voter registration groups. The plaintiffs, civic and religious organizations and voting rights groups that have been working in Ohio through many election cycles without government interference, say that the law had dramatically curtailed their efforts to help eligible voters get on the rolls.

"This is a win for democracy and, coming on the heels of the similar decision in Florida...the beginning of a national trend of courts rejecting unreasonable barriers to voter registration," stated Wendy Weiser, deputy director of the Democracy Program at the Brennan Center for Justice at NYU School of Law and co-counsel to the plaintiffs in both the Ohio and Florida cases.

"This decision and the Florida decision will send a message to states and could help head off comparable voter-suppression statutes in Georgia, New Mexico and Colorado," continued Weiser.

At issue in the case, *Project Vote v. Blackwell*, were restrictions on voter registration in the state of Ohio enacted by House Bill 3 and the rules and procedures for voter registration set out by the Secretary of State that have drastically limited the ability of civic groups to register new voters and threatened individual registration workers with felony charges for minor mistakes in complying with the new rules. The plaintiffs success-

fully argued that the rules will limit voter registration, unnecessarily exclude eligible voters from the election process and suppress the vote in Ohio.

The plaintiffs contested a procedure required by the Ohio Secretary of State that would have changed the process for returning voter registration forms collected by non-partisan civic groups conducting voter registration drives. In the past, citizens working to register voters were able to turn in the completed forms to a civic group or church that would review the forms for accuracy, turn them into the registrar, and follow up later to make sure the voter was actually registered. The rule enjoined today would have made it a crime to designate one person to hand in the forms collected in a drive; each volunteer or worker would have had to go personally to the election offices to deliver every form collected.

Plaintiffs also successfully argued that rules that require online training excluded low income citizens and civic groups who don't have computers as well as individuals with disabilities.

"This is a win for Ohio voters that reaffirms the critical role civic groups play in helping hundreds of thousands of unregistered citizens come into the political process and become voters each year," stated Mary Keith, State Board Chair of Ohio ACORN.

"More than 50 million Americans are not registered to vote," said Elliot Minberg, Legal Director of People for the American Way Foundation. "This ruling sends a message to officials in Ohio and other states that they should applaud civic groups—not penalize them—for tirelessly working to strengthen our democracy," continued Minberg.

Journal of Governmental Finance and Public Policy

The New York State Division of the Budget and the Rockefeller Institute have published the first issue of a new journal that offers insight into topics related to New York State financial, budgeting, economic and public policy issues.

This issue includes a wide variety of topics ranging from economics to education to long-term care financing.

To view the issue, go to www.rockinst.org.

New One-Stop Federal Compliance Website for Business

Falls Church, VA—For the first time, there's a single website that business owners can turn to for all their federal compliance information. When the site is re-launched in October, *Business.gov* will search for compliance news, information and federal forms from nearly 100 government websites, and compile government compliance contact information from throughout the federal government. With compliance demands on small businesses growing over the past decade, business owners can be overwhelmed.

The average small business owner spends \$7,647 per employee staying in compliance with government regulations, according to the U.S. Small Business Administration's Office of Advocacy. That's 45 percent more per employee than larger firms. Small businesses make up more than 99.7 percent of all U.S. employers, and create more than 65 percent of America's net new jobs. *Business.gov* will help businesses stay in compliance and stay in business with a one-stop place for compliance information from federal agencies ranging from the Environmental Protection Agency to the Department of Labor.

In brief:

- The benefit to small- to medium-sized businesses is savings in time and money spent searching for compliance information, forms and contacts.
- *Business.gov* contains keyword, industry and topic specific compliance searches, includes all federal forms from *Forms.gov*, and lists compliance contacts from government agencies.
- Originally launched in 2004, the site currently contains information on starting, managing, growing and exiting a business. The new focus and re-design launching in October is on compliance information. This was driven by the requests of business owners.
- *Business.gov* is managed by the U.S. Small Business Administration in a partnership with 21 federal agencies and is part of the President's Management Agenda.

If you have a press release for "Where Things Stand," contact Christine McCrehin at cjewett@aspanet.org.

Announcing...

a new publication from ASPA

Public Administration

with an

Attitude

by H. George Frederickson

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To order your review copy, call 202-585-4313.
Order now. Review copies are limited.

Public Administration with an Attitude
approx. 220 pages — \$14.95 softcover
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Public Administration with an Attitude brings together some of H. George Frederickson's most penetrating and thought-provoking columns from the pages of *PA TIMES*. In the book, Frederickson takes on the issues facing today's public administrators with the intellectual integrity that established him as a leader in the field. If there is something wrong or right with the way public policy is being administered, Frederickson lets you know. Like his column, *Public Administration with an Attitude* is easy to read and jargon-free, and, of course, it is often witty.

Students preparing for public service careers will benefit not only from the wisdom and insight in *Public Administration with an Attitude*, but from the pervading theme of the honor and dignity of public service. Practicing public servants will enjoy the rich use of examples, the telling of great public administration stories, and especially the descriptions of public administration heroes and heroic moments.

This book is a lot more interesting than a spreadsheet (...and more accurate)!



New ASPA Members

ASPA welcomes the following new members in the month of August 2006.

Please note: Members rejoining ASPA are not included on this list.

Jenny Bickford	Arizona	Preetindar Ghuman	Los Angeles Metro Area	Jeff Fulgham	South Carolina
Jay Brimhall	Arizona	Julie M. Prado-Cruz	Los Angeles Metro Area	Alyson Goff	South Carolina
Jay Busch	Arizona	Sam Amin	Louisiana	Jacqueline Gonzalez	South Florida
Marcie Delmotte	Arizona	Wanjennia Atkins	Louisiana	Maria Lievano-Cruz	South Florida
Ian Hagerman	Arizona	Ronda Bruno	Louisiana	Adam Trevino	South Texas
Aaron Kravitz	Arizona	Agnes Harris	Louisiana	Joseph M. Boteilho	Southern Nevada
Sara Rinfret	Arizona	Niki Morrow	Louisiana	Paula Haynes-Green	Southern Nevada
Kenneth Foster	At Large Member	Lawanda Selders	Louisiana	Steve Holly	Southern Nevada
Allan Tupper	At Large Member	Sharon St. Romain	Louisiana	Catherine E. Huang Hara	Southern Nevada
Gabriela Uro	At Large Member	Philippe Nadeau	Maine	Emerson D. Smock	Southern Nevada
Alethia R. Wimberly	At Large Member	James Caillier	Maryland	Crystal Ponder	St. Louis Metropolitan
Dan Gianoutsos	Bakersfield California	Vassia Gueorguieva	Maryland	Edward Bart	Suncoast
Gladys G. Herndon-Hill	Buffalo Niagara	Bernard Kubiak	Massachusetts	Nancy Straley	Tennessee Valley
Kristen Reynolds	Centex	Christopher Brown	Metropolitan Louisville	John Shepp	University of Central Florida
Rocky Rogers	Central California	Allison Houlihan	Metropolitan Louisville	Robbi R. Dewey	Utah
Manal Yamout	Central California	Dustin Trickle	Milwaukee	Chris Shoop	Utah
Phebe Cooper	Central Florida	Wayne Wrolstad	Milwaukee	Linda Greene	Virginia
Liliane Withelder	Central Florida	David J. Bergert	National Capital Area	Susan Moffett	Virginia
Michael McConnell	Central Pennsylvania	Robert Cimperman	National Capital Area	Thomas Musumeci	Virginia
Emily Burns	Central Piedmont	Brendan Dallas	National Capital Area	Debra Lynne Edwards	Walden University Affiliate
David Cole, Jr.	Central Piedmont	Kevin M. Sanders	National Capital Area	Bonnie L. Harmsen	West Michigan
Brian M. Black	Chicago Illinois	Jennifer A. Patten-Benson	Nebraska	Michael Hanlon	West Virginia
Tiffany M. Walker	Chicago Illinois	Steven Marcinkiewicz	New Jersey		
Jill Albrecht	Cleveland State University Affiliate	Robert Sullivan	New Jersey		
Michael Carlson	Colorado	Aaron I. Dabbah	New York Metropolitan		
Elizabeth Couch	Colorado	Gary Jenkins	New York Metropolitan		
Jennifer Folkerth	Colorado	Kay Jordan	New York Metropolitan		
Steven Lawrence	Colorado	Krystyna Myssura	New York Metropolitan		
Derrick D. Kozicki	Detroit Metropolitan Area	Patricia Nemeth	New York Metropolitan		
John Whaley	East Tennessee	Kevin M. Sanders	New York Metropolitan		
Yvonne Hughes	Eastern North Carolina	Linda Diette	North Texas		
Cindy Haskins	Empire State Capital Area	Miguel A. Domenech	North Texas		
Dorie Bacon	Georgia	Stephen Bussey	Northeast Ohio Regional		
Kenneth English	Georgia	Beth Laux	Northeast Ohio Regional		
Eric Watters	Gold Coast	Sara Rinfret	Northern Arizona		
Marvin Francis	Greater Birmingham	David J. Bergert	Northern Virginia		
Andrew Baker	Greater Cincinnati	Rocky Rogers	Oklahoma		
Roger Rolfes	Greater Cincinnati	Unoda Moyo, PH.D.	Oregon/SW Washington		
Anne Smart	Greater Cincinnati	Kaden Avery Milkovich	Philadelphia Area		
Sue Ridings	Heart of Illinois	Deywon D. Arant-McAdoo	Piedmont Triad		
Jay Brimhall	High Plains Texas	Michael Leach	Research Triangle		
Ramon Amador, II	Houston Area	Ana Estrada	Sacramento California		
Edna L. Kraatz	Houston Area	Michael C. Garmon	Sacramento California		
Tiffany M. Walker	Indiana	Hilary Straus	Sacramento California		
Elizabeth Calanche	Inland Empire	Angelica D. Chavez Gutierrez	San Diego		
Angelica D. Chavez Gutierrez	Inland Empire	Michael Gross	San Diego		
John Alford	International Electronic Member	D. Todd Philips	San Diego		
Joost Burger	International Electronic Member	Lea Carey	San Francisco Bay Area		
Jussi Hiltunen	International Electronic Member	Keith DeMartini	San Francisco Bay Area		
Francesco Molinari	International Electronic Member	Mary Dickow	San Francisco Bay Area		
Jason Pershing	Iowa Capital	Stuart Schillinger	San Francisco Bay Area		
Robert Nye	Kansas	Ernest Tedeschi	San Francisco Bay Area		
Cleopatra Charles	Kentucky	Judy Glickman	Santa Clara Valley		

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ASPA TIMES

Advancing excellence in public service. . .

ASPA Member Volunteers for Katrina Clean-up

Dwight Vick

Coastal breezes washed bluish-gray waves ashore under a cloudless blue, sun-drenched sky that is characteristic of the Mississippi Gulf Coast. Although the winds cooled me, they forced me to stand as I biked along Beach Road.

I stopped at an old pier that extends from Courthouse Road into the Gulf of Mexico. The only thing there now were ripped timbers and wooden pylons. I thought of a girl I dated my freshman year and the two of us taking a romantic stroll one evening. Later I rode past a leaning Waffle House sign. It was there I remember having cinnamon toast bread for the first time.

The floating casinos and hotels were gone. Jefferson Davis's home, Beauvoir, lost much of its roof and all of its porches. The buildings that housed his library and correspondence were washed away along with the antebellum homes that once lined the beach. Fisherman's Wharf is my favorite Gulf Coast seafood restaurant. It was the place I ate an entire flounder for the first time. Nothing there now, not even pylons for a foundation.

I wanted to go swimming in the surf as I had during my adolescence. But the words the taxi driver spoke upon our arrival at the Gulfport-Biloxi International Airport came back to me, "They found tires and 'frigerators and cars and glass and nails and everything out there. It'll take years to clean that up. You just can't go in the water no more." I was saddened by the absence of these landmark sites and businesses. I wondered what is it like to face these things, and many more, everyday?

This article chronicles the experiences of four University of South Dakota faculty and students—Melissa Butenscheon, Matt Ernst, Emily Preheim and I—who volunteered with HandsOn, a nonprofit organization supported by the Corporation for National and Community Service and for-profit companies. We spent 10 days in June, 2006, assisting in recovery efforts.

HandsOn consistently recruits, houses, and feeds over 100 volunteers daily. They partner with the Corporation for National and Community Service and KABOOM. Others supporters include: Accenture, CISCO Systems, Credit Suisse, Home Depot, Louisiana State University, the local Methodist diocese, Outback Steakhouse, and Price Waterhouse.

These volunteers live in a campground-like community at night while gutting homes, removing mold, roofing, rebuilding children's playgrounds, and volunteering with children's organizations like Boys and Girls Club. It was among these volunteers, home owners, volunteers, and local citizens we heard and saw stories of resilience and recovery. Regardless of who we are or where we came from, we were called all had one name "Do-gooder."

As we flew into Gulfport-Biloxi International Airport, we gazed out our



Barbie, a Boys and Girls Club counselor and teacher at the Lynn Meadows Discovery Center, formerly Gulfport-Biloxi High School. Since many of the kids are malnourished and overweight, Boys and Girls Club is integrating aerobics into their daily schedule.

airplane windows. All of us were surprised by the large number of homes, barns and businesses with blue-tarp roofs and remaining debris. It looked like a war zone. Our taxi driver, from the airport, which is still under reconstruction, gave us the scenic tour through the neighborhoods and along the beach. The tour exposed us to the harsher realities the remaining trees and grasses covered from the airplane view—mangled tin, cracked and emptied mausoleums, alligator-infested golf course that served as Tent City for many citizens and FEMA trailers made livable with an attached screened porch.

On our first day, the four of us joined 40 other "do-gooders" scraping mold in a low-income and public housing community known as Hope 6. Later in the week, Matt and I worked with faculty and students from Middlesex School in Concord, MA, and HandsOn staff to gut two homes. Flood waters totaled 12 feet, covering both houses. Unlike many, they were able to save some things that did not float away or were placed in the attic. They were neatly stacked in a corner—a walker, crutches, a vinyl tablecloth in its original wrapping, Mardi Gras beads, a large crucifix, a model plane and a clothes basket.

Over the course of the next week, the four of us volunteered at either the local children's museum or the Boys and Girls Club. It was here we saw the lingering social problems caused or were magnified by Katrina. I saw a three-year-old run outside of his mother's reach. She snatched the boy toward her murmuring, "After all we've been through how can you run away from me?"

Barbie White, a second-grade teacher at Biloxi's Gorenflo Elementary School, worked this summer as a Boys and Girls Club counselor. She smiled brightly. But her eyes were tired and her shoulders rolled forward. It was as if she had seen too much. She talked about teachers losing

their homes, family heirlooms, wedding pictures, their children's bronze shoes. Some lost their minds and simply cannot work now. When the teachers met to discuss how they would manage the schools, they combined it with a group therapy session.

"One of the teachers came home and found everything was gone. All she had left was a foundation and one water pipe sticking out of it. She said the only thing she could do was stick an American flag in it (the pipe). When we heard that, we all just broke down and bawled for an hour." Weeks later, White's eyes watered. Like their counselor, the children have also seen too much.

Smith pointed to children, relaying their stories of survival. Some rode a parent's shoulders as they walked through chest-deep waters and 100 MPH winds. In some cases, parents were saving their children as they pulled their elderly parents behind them. Others remained in attics as parts of their roofs peeled away and water swirled underneath them.

In some cases, the aftermath was worse than the storm. One boy told me about a neighbor shooting anything that moved outside of his home three days after Katrina left. When the neighbor started shooting toward his home, his father fired back with a shotgun. When that didn't stop the neighbor, his father started using a rifle to protect his family. The police came and took the neighbor away. His father was not charged. Some kids said nothing. They just wanted to play patty-cake or catch, tackle football, or sit beside someone with whom they bonded and watch a movie.

My last day there I met an elderly African-American woman. A typical Southern lady, she wore the best she owned now—a loose-fitting purple pantsuit trimmed with gold piping, small gold earrings, a wedding band, flat shoes. She

walked with an old-fashioned wood cane. She introduced herself to me by saying "My husband needs help but he won't ask for help. But I can swallow my pride." She told me her story. They hired a contractor to rebuild their home. After he hung sheetrock, he left. They had running water, electricity, and gas. But their windows, doors and molding were not installed. Her husband refused to pay the contractor their last \$2,000 until the job was completed. The contractor left town with over \$40,000 of their savings and FEMA payment.

"He trying to do the work by himself. I told him the volunteers are still here. Maybe we can get them to help but he won't listen. He's trying to frame and hang doors and windows and he's too old to be doing work like that. It's a pride thing with him, but I can swallow mine. Can you help us?" Two HandsOn case workers, Amy and Jaime spoke with her in detail for the next two hours. No one leaves HandsOn without an answer. She was no exception. If she could wait a few more days, volunteers would be at her home assist her husband. HandsOn is their primary link between the working poor and FEMA.

In Mississippi, FEMA is not an acronym but a four-letter word. According to Jaime, the problems were caused by FEMA's attempt to allocate trailers to the poor. Many cannot afford new homes and affordable housing is not available. FEMA can reclaim the trailers 18 months after the storm ended. Many did not receive a trailer until nine months after the storm. This allows them nine months to find affordable housing, which currently does not exist, or face homelessness again.

FEMA attempts to work with recipients. If they do not reach the client after three attempts, FEMA drops the client from their roles. According to Jaime, the citizens believe they had done their part. They have their FEMA cards and wait for their checks, checks that aren't coming because they no longer exist within FEMA's database. To assist the clients, HandsOn case workers allow them to use their headquarters as a secondary contact point. Case workers will attempt to find them so the displaced citizens will gain the assistance they need.

According to Biloxi city council member Bill Stallworth, this is a continuing problem. FEMA is not responding as quickly as they should. Scam artists abound, but the local government is taking action, forcing contractors to uphold their agreements.

In a telephone interview, Stallworth said that most citizens own their property. Casinos were coming in and purchasing land at 2.5 times above their value. The casino purchases made everyone realize their property is valuable to someone. If they rebuild, their property values will increase. So, citizens refused to sale to condominium developers who were only

PRESIDENT'S COLUMN *Wendy A. Haynes*



Skills of the Transformed Public Administrator

Before introducing our guest columnist, I want to urge each and every one of you to VOTE IN THE NOVEMBER GENERAL ELECTIONS. Please also go the extra mile to encourage your co-workers, colleagues, family members, and students to exercise this most precious right and obligation. Distribute information on how to register, share your views on the issues, offer transportation to the polls, allow schedule flexibility—do whatever it takes to increase voter turnout in your community. I challenge you to make this year's turnout the best yet!

This month, I have invited one of our ASPA luminaries to share his thoughts on the skills demanded of today's graduates of Master of Public Policy and Administration (MPA, MPP, MPM, etc.) programs. His verbal presence seemed a fitting addition to the theme of the October PA TIMES Educational Supplement. Students, employers, workers, and faculty all stand to benefit from the insightful comments he has kindly provided as our guest columnist.

Ed Jennings has devoted much of his career to exploring the complex educational challenges and opportunities inherent in the changing field of public policy and administration. He asks: How do we prepare our public service leaders of the future?

In his journey, he has served as ASPA president, editor of the *Journal of Public Affairs Education (J-PAE)*, journal of NASPAA, the accrediting body for masters-level programs in public affairs, policy, and administration), director of and professor in the Martin School of Public Policy and Administration at the

University of Kentucky, NAPA fellow, and in other capacities too numerous to list here. Suffice to say that he is eminently qualified to comment. Enjoy this thought-provoking read. (E-mail Jennings at: pub714@uky.edu.)—Wendy Haynes, ASPA president and an associate professor and MPA coordinator at Bridgewater State College. E-mail: whaynes@aspanet.org

Edward T. Jennings, Jr.

So much has been made of the transformed nature of public service that it is hard to begin an essay on the skills demanded of today's MPA graduates without attending to that transformation.

In typical accounts, the transformation revolves around new patterns of policy and service delivery that have shifted much of what we traditionally thought of as public administration from public agencies to the non-profit and private sectors. As policy makers have sought to improve performance, reduce costs, and stimulate flexibility, they have turned to a wide array of policy tools and structural arrangements for accomplishing public purposes.

This has increased the extent to which networks, rather than hierarchies, deliver public services. If we combine this change in patterns of policy and management with technological innovation, it is clear that graduates of MPA and MPP programs require a more diverse set of knowledge, skills, and values than was the case 10, 20, or 30 years ago.

Key transformations and their implications include:

- *Diversification in the delivery of public*

services. This means public administrators have to be prepared to manage programs in diverse organizational settings, responding to the imperatives of public, private, and non-profit management. They need the skill to balance the bottom line with public good. They also need to be flexible, adaptable, and capable of working in diverse organizational environments.

- *Use of networks in the implementation of policy.* Working horizontally across organizations, rather than vertically in a hierarchy, requires skills at identifying where the interests of organizations coincide and where they diverge, sensitivity to the demands of coordination, and capability at mediation, negotiation, conflict resolution, and the building of common purpose.
- *Technological innovation.* Managing in today's world requires not only knowledge of the latest communication and information processing technologies, but also demands skill in the application of those tools in formulating, implementing, and evaluating public policies and programs. In the "flat world" of Thomas Friedman, technology combines with creative thinking to stimulate new patterns of value creation and open new opportunities for collaboration. Much of this development has occurred in the private sector, but we can expect big impacts on public services. It will require public administrators to recognize the challenges and opportunities created by technological developments and develop applications that enhance agency performance and foster democratic governance.

- *Use of a wide range of policy tools.* Knowledge of regulation and direct service delivery was all the public administrator of the past needed to know to effectively manage public policy. Today that manager has to understand the nuances of deregulation, cooperative regulatory enforcement, indirect financing, vouchers, insurance, contracting out, contract management, risk management, and a host of other policy mechanisms.

- *Globalization and economic competition.* The effects of globalization and economic competition are felt at the national, state and local levels. Public administrators and policy analysts need knowledge, skills, and values to assess implications in their settings and devise plans to facilitate community, state, and national responses to these challenges.

- *Demands for high performance.* Elected officials and citizens alike have been pressuring public administrators to improve the performance of public programs. This requires skills in performance measurement and performance management. Public administrators have to be able to distinguish inputs from outputs from outcomes and devote appropriate attention to each. Having good processes no longer suffices by itself.

Even in a world of rapid change, there are enduring concerns. These include

- *Democratic responsiveness.* Managing in a democracy makes its own unique demands. It's not enough for public administrators to know how to create high performance in a cost effective

See TRANSFORMED, pg. 18

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From ASPA Members

• *The Responsible Administrator: An Approach to Ethics for the Administrative Role, 5th Edition.* **Terry L. Cooper.** August 2006, Jossey-Bass. ISBN: 0-7879-7651-2

Those who serve the public trust must take special care to ensure they make ethical and responsible decisions. Yet the realities of bureaucracies, deadlines, budgets, and demands for quick results make the payoffs for dealing formally with ethics seem unclear. Since its original publication, *The Responsible Administrator* has guided professionals and students alike as they grapple with the challenges of making ethical, responsible decisions in real world situations.

This new edition includes information on coping with new demands for accountability, as well as new cases and examples, an examination of current issues relevant to administrative ethics, and supplementary materials for professors.

• *Institutionalizing Congress and the*

Presidency: The U.S. Bureau of Efficiency, 1916-1933. **Mordecai Lee.** Texas A&M Press, 2006. ISBN: 1585445487

The U.S. Bureau of Efficiency was founded by Congress in 1913, as the Civil Service Commission's Division of Efficiency, to create a system of efficiency ratings for federal employees. However, Congress rapidly gave it broader duties, beyond this HR role. In 1916, Congress recreated it as the US Bureau of Efficiency, an independent executive branch agency.

For public administration, the Bureau played four important roles. First, it gradually emerged as the original presidential staff agency, predating the Bureau of the Budget, and the first Congressional staff agency, predating GAO. It helped found the modern managerial presidency and the institutionalized Congress. Second, the Bureau helped evolve the practices of management analysis, policy analysis and performance auditing. Third, it was both the high-water mark and last gasp of 'scientific management' in the national government, seeking to introduce the one-best-way of Taylorism to federal agencies. Fourth, it was the first in a long succession of failed efforts to devise a personnel management tool for evaluating civil servants.

Inexplicably, President Hoover, who had been a fan of the agency and considered himself an efficiency expert, signed the bill abolishing the bureau on his last full day in office in March 1933.

• *Challenging the Performance Movement: Accountability, Complexity, and Democratic Values.* **Beryl A. Radin.** ISBN: 1589010914. June 2006, Georgetown University Press

In this thought-provoking book, public administration scholar Beryl Radin takes on many of the assumptions of the performance movement, arguing that evaluation relies too often on simplistic, one-size-fits-all solutions that are ineffective for dynamic organizations. Drawing on a wide range of ideas, Radin sheds light on the hidden complexities of evaluating performance.

• *Revisiting Waldo's Administrative State Constancy and Change in Public Administration.* Edited by **David H. Rosenbloom, Howard E. McCurdy.** ISBN: 1589010930. May 2006, Georgetown University Press.

Revisiting Waldo's *Administrative State* critically explores whether contemporary efforts to "reinvent government," promote privatization, and develop new public management approaches constitute a coherent political theory capable of meeting today's governing challenges. Taking Dwight Waldo's 1948 book as a starting point, the authors update his key concepts and apply them today.

From Other Sources

• *Crisis Management Guidebook.* PR News, 2006.

From the industry's most-trusted PR resource comes the guide that you can't live without: *The Crisis Management Guidebook*. This 200+ page guidebook is designed for the communications team at corporations, nonprofits, government organizations and PR firms - worldwide.

Edited and written in part by the PR News award-winning staff, the *Guidebook* includes contributions from the PR's TOP CRISIS MANAGERS. They've taken the time to share their best ideas for avoiding, managing, mitigating and surviving a crisis.

• *Georgia Guidebook for Pedestrian Planning.* Georgia Department of Transportation.

The *guidebook*, developed by researchers at the Georgia Institute of Technology for the Georgia Department of Transportation, helps planners assess their pedestrian environment and prioritize projects to improve it.

Detailed in the *guidebook* are four primary goals: enhance safety; create seamless integration of pedestrian facilities into the transportation system; integrate planning and design of pedestrian facilities into transportation planning; encourage a pedestrian-friendly environment for everyone.

There is a limited supply of the *Guidebook* available in print, however it can be downloaded in .pdf format. http://www.dot.state.ga.us/bikeped/pedestrian_plan/

SPAR Best Book Award

Nominations Sought

The American Society for Public Administration's Section on Public Administration Research (SPAR) is seeking nominations for its third annual book award for public administration scholarship.

Books with copyright dates in either 2005 or 2006 are eligible. The book's orientation may be quantitative, empirical, interpretive, ethnographic, historical, archival, normative or theoretical.

Textbooks and edited volumes are not eligible. A maximum of two book nominees will be considered from any single publisher.

Evaluative criteria include outstanding accomplishment of the research objectives, high-quality writing, and potential to constitute a lasting contribution to the public administration literature.

The winner of the award will receive a plaque, a small honorarium, and notice published in the *American Review of Public Administration*. The award will be presented at the SPAR section meeting in DC at the 2007 ASPA conference.

Nominations, including a short justification relative to the above criteria, should be made via e-mail to Maria P. Aristigueta (maria@udel.edu) with four copies then sent to: Maria P. Aristigueta, University of Delaware, School of Urban Affairs and Public Policy, 191 Graham Hall, Newark, DE 19711. Deadline for receipt of copies of nominated books is January 15, 2007, but earlier submissions are encouraged.

Katrina Clean-up Continues with Help of Volunteers

From KATRINA, pg. 13

willing to pay their current values. "They will rebuild and try to rebuild better."

"But people will take any offer if homes aren't rebuilt soon", Stallworth said. "People are trying to rebuild quickly. There are many contractors who are promising support, taking a person's insurance and FEMA checks, then leaving town. If this happens, it forces the property owner to sale the only thing he or she owns at the buyer's price."

Stallworth represents East Biloxi. It is prone to flooding and was hardest hit by Katrina. He began organizing the East Biloxi Coordination and Relief Center because "he knew things had to occur locally." HandsOn is one of its members.

"I wish I could give you a 3-D view. (Federal and state) Government response was extremely slow. Nonprofits tried to plug in and help coordinate. They were here 12 hours after the storm left providing food, clothing, tents and help with clean-up. This allowed the city council and the mayor to focus on getting things functional again—fire, police, 9-1-1, medical, water, gas, etc. We were running around like chickens with our heads cut off. People were trying to find out who to see, what to do, etc. We started lobbying for help from international, national, state and local people. We received a small grant from OXFAM International to clean-up. That started the coordination center and people started getting answers there."

"The biggest problem, at first, was coordinating the nonprofits. Churches came first. The Red Cross came three days later.

The Salvation Army brought Papa John's pizza and we ate that until we were blue in the face. FEMA didn't show up for weeks. We felt like we weren't getting the attention we needed. People forgot us. They know New Orleans was flooded and they think a tree fell in Mississippi and the wind picked up in Alabama."

From hearing the rescue and relief stories, where does the answer lie? To those who face the situation daily, it's lies with new federalism.

Richard Hirst, retired dean at Lincoln University and one of my mentors, wrote his dissertation on disaster relief. He advised Missouri state emergency management programs for 10 years. He believes state and local governments must be on the forefront of disaster management. Coordination plans should be in place and executed before such a disaster begins. FEMA is a response team and it should not have assumed its current role. Former FEMA Director Michael Brown agreed during an interview with *National Geographic*.

Brown said that FEMA is a relief and recovery agency regardless of the cause of the disaster. It is not a law enforcement agency and should not be part of the Department of Homeland Security. FEMA director should be a cabinet-level post and report directly to the president of the United States. It should not be located three levels down within Homeland Security.

ASPA member Dwight Vick is an assistant professor of Political Science and Public Administration at the University of South Dakota. E-mail: dwight.vick@usd.edu

ASPA In Brief

New Benefit for Members

ASPA has reached an agreement with publisher M.E. Sharpe to provide all members with a special discount of 20% off the normal retail price on M.E. Sharpe books authored or edited by an ASPA member.

The agreement allows us to put you in touch with the latest, cutting-edge publications in the field at discounted prices. The books cover key issues and research in the areas of administration, leadership, financial management, budgeting, policy, ethics and local government.

To review the list of books and to order, visit ASPA's website at www.aspanet.org and click on the link *New Benefit for ASPA Members*.

Ethics Section Participates in Transatlantic Workshop on Ethics and Integrity

Washington, DC, March 21-23, 2007

The Transatlantic Workshop on Ethics and Integrity 2007 being held March 21-23, 2007 in Washington, DC, seeks paper proposals. The workshop, cosponsored by the European Group of Public Administration (EGPA) and ASPA's Section on Ethics, aims to strengthen cooperation between European and U.S. scholars. All relevant aspects of administrative ethics will be discussed and particular attention will be given to the similari-

ties and differences, both in theory and practice, between Europe, the United States and other parts of the world.

Paper proposals should be sent to Raymond Cox at cox@uakron.edu before October 15, 2006. Visit the workshop website (www.uakron.edu/colleges/artsci/depts/paus/tad.php) for more conference information and submission guidelines.

ASPA Selects Partner for MOU with Spain

ASPA's National Council recently approved Park University's application to serve as the Secretariat for ASPA's Memorandum of Understanding (MOU) with the Institute of Public Management in Spain.

The principal purpose of the MOU is to develop lines of communication that will allow for a range of activities, professional programs and professional interactions between ASPA and ESADE.

Park University's International Center for Civic Engagement (ICCE) Director Erik Bergrud will serve as principal representative of the ASPA-ESADE Secretariat.

Rutgers to Serve as Secretariat for EGPA Mou

ASPA's Executive Committee recently voted to approve an update of ASPA's Memorandum of Understanding (MOU) with the European Group of

Public Administration (EGPA).

EGPA and ASPA will work together to elevate the practice and study of public administration, provide perspective to scholars and practitioners across the Atlantic, and improve performance by sharing best practices regarding public awareness and communication, dissemination of research and fund raising.

The new MOU, when signed, will replace an agreement from 1993. In addition, the Executive Committee selected Rutgers University-Newark to serve as the Secretariat for the ASPA-EGPA MOU.

RFP for International MOU Coordination Issued

ASPA is seeking partner organizations to assist in coordinating the Society's international memoranda of understanding with the following associations:

- Commonwealth Association for Public Administration and Management
- Free State Society for Public Administration and Governance (FRESPAG) of South Africa
- Hong Kong Public Administration Association
- Institute of Public Administration of Canada
- Slovenian Society of Public Administration

URL: <http://www.aspanet.org/script-content/word/mourfp.doc>

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ASPA members, for a limited time, will receive \$25 off registration. Please use Promo Code ASPA0607



International Congress - Congrès International
on Ethics - en Éthique

WWW.ASPA.ORG

Ethical decision-making in face of conflicts and crises

Palais des Congrès, Gatineau, Québec
January/Janvier 5-7, 2007

Natural disasters (the Asian tsunami), Hurricane Katrina, the threat of pandemics, military conflicts, such crises are fostering new ethical and leadership challenges around the world. This Congress aims to advance thinking and discussion of the most demanding ethical and integrity issues of our times, and impossible solutions. The program of the Congress will provide opportunities for business professionals, ethics practitioners, civil society activists, academics, researchers, and public officials to reflect, facilitate and support critical thinking about how to share evidence-based lessons and governance processes, and how to enable difficult decision making in the 'gray' areas.

- | | | |
|------------------------|--|---|
| Dr. Angel Garcia | Secretary General, OECD | Visit the website for a complete list of participants |
| Dr. Monica Dornth | World Bank, Wash, D.C. | |
| Michel R. Leduc | Chief, Financial, Public, and Corporate Affairs, Social Insurance Board | |
| Dr. John Williams | World Medical Association, Geneva, Switzerland | |
| Dr. Edward Freeman | Professor of Business Administration, Director, Gibson Center for Applied Ethics, Pamplin School of Business, University of Virginia | |
| Dr. Jennell Rhodes | Professor for Communications and Ethical Practices, Northern State University, 1100, 1st Street, Hickory, NC 28626 | |
| Terry L. Cooper, Ph.D. | The Alan S. Crotcher Professor in Citizenship and Democratic Values, Director, Civic Engagement Initiative, School of Policy Planning and Development, University of Southern California | |
| Dr. Raymond Cox | Professor, Ethics and all Public Administration, and Ethics Modules, University of Kansas, Kansas City | |

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Theory vs. Practice

Mad Professor Plays Politics, Much to His Chagrin

Icarus*

*Please note that the author has requested anonymity in order that he may write freely about his experience serving on his local city council.

My experience as a local politician has really highlighted public administration issues for me. One of the important issues for democratic governance is transparency of process. It strengthens the legitimacy of government when citizens understand what is going on, how decisions are made, and believe those decisions are fair and legal. Two areas that keep coming up in my experience with municipal government are open meetings and public information.

A continuing issue for our municipality concerns the use of jet skis and motorboats on Big Lake. Some months back a group of lakeside residents compiled a slick booklet outlining the problems and dangers of motorized watercraft on Big Lake claiming such use not only pollutes the Lake, but is also not compatible with other uses such as fishing, canoeing, kayaking, birding and hiking. The group contacted me and then raised the issue at our City Council meeting. It all sounded pretty reasonable, and I asked if we could send it to the

Lands Committee for further discussion and development of a possible ordinance. The rest of the Council agreed.

One of our former City Council members attends many of our meetings, happens to live on Big Lake, and very strong pro-jet ski feelings. He is also retired. So he immediately mobilized a group of like-minded citizens to call and e-mail current Council members, vigorously advocating the continued use of jet skis and motorboats on the Lake. He also passed on the information about the issue—spun to his perspective—to the newspaper which wrote an article about the issue.

The former Council member knows how the Council operates and mobilized his group to attend the Lands committee meetings in force. They created a network to share information and kept up the pressure on Council members. The former member, knew that citizen emails to Council members sent through the city website are available as public information at the City Clerk's office. He went there, collected every email from opponents of jet skis, called them up on the phone and berated them for their position.

It bothered me, that citizen messages to their representative are public records that anyone can view. This could have a

chilling effect on the democratic process if I can't keep my letters to my representative from being made public. If I feel opponents of my perspective can get my name and harass me, I may be less willing to contact my legislator. Sure, anything is subject to legal subpoenas, but are they also available to everybody else? Should citizens be able to presume their contacts with public officials are private? But on the other hand, shouldn't the public be able to know who is influencing their legislator? Darn it's annoying that every issue has at least two sides!

Our Open Meetings law was also drawn into this. State law says local government bodies, including citizen advisory boards, must be open to the public, with meetings announced in advance, with a posted agenda.

After hearing about the Big Lake jet ski issue, our Parks and Recreation Citizen Advisory Board decided to take a field trip to the Lake and see for themselves. At the next Parks and Recreation Advisory meeting they referred to the visit and unanimously decided to write a letter to the City Council Lands Committee opposing jet ski use on Big Lake as incompatible with other uses.

That got back to the pro jet ski folks and all "heck" broke loose as they stormed city hall saying the Big Lake field trip was an illegal meeting where public issues were discussed, and that the Parks and Recreation Citizen Advisory Chair was attempting to illegally jam through her own ideological agenda. Not only did the Committee hold an unannounced meeting, but they also took an "action item" (their letter) at the next meeting without it being noticed in the Agenda. The bottom line was that the Advisory Committee did not send any letter to the Lands Committee. This was an interesting and effective tactic by the pro jet ski folks.

Now the chair of the Lands committee is a lawyer who likes to "settle" issues and appeared to be swayed by the numbers of pro jet ski folks who stacked the meetings. The result is that the current proposed ordinance doesn't limit much of anything. Since I am no great fan of jet skis, this process started to bother me.

At the last City Council meeting the Lands Chair said we wouldn't get a report from the committee for another five months or so. I expressed my dissatisfaction with that and asked for the issue to be brought to the Committee of the Whole. I couldn't really read how this emotionally impacted the Lands Chair. How annoyed with me is he?

So the issue is supposed to come up in the Committee of the Whole. The trouble with that is that the chair of THAT committee (the Deputy Mayor) doesn't

really want to deal with the issue, plus he is distracted by his upcoming reelection campaign. So here I am dealing with all this political committee swapping which could result in the issue disappearing, but I tell myself I won't let it.

Then I step back and try to see the big picture. How much time and energy will I devote to this fairly minor issue in the life of the City? I am getting myself worked up with the political infighting of this not-so-crucial issue. Am I getting distracted from more important things? And yet—unless somebody carries the ball, this issue will end up ignored. Without a policy entrepreneur, Kingdon (1995, *Agendas, Alternatives, and Public Policies*) tells us, many issues just fade away.

More Politics

In just a couple more months we have our city elections. Every year three of the nine Council seats are up for election. A year ago I was rushing around trying to figure out if I was going to do this. Now others are doing the same. One of the Council incumbents is stepping down, another is running for reelection and the third is the Mayor, also running for reelection.

To complicate things, our current state representative announced she would not run for reelection, and the Council member who is Deputy Mayor (and Chair of the Committee of the Whole) decided to run for her seat. If he wins the election to the Legislature he must resign from the Council. Then someone else will be Deputy Mayor (an internal Council election). We would also elect someone to fill the seat of the incumbent Deputy Mayor. There will be all sorts of lobbying for that. So Council members will start talking to each other and figuring out who will support what.

Let's get more convoluted. The Mayor previously held high State office in a former administration as did one of the other Council members. If that party wins the governorship, it is possible that one or the other will be asked to serve in the state administration.

While they say they would not do that—it is hard to resist an impassioned plea from the governor that you are needed. If the Mayor wins his own reelection he will participate in picking the Deputy Mayor's replacement, if the Deputy Mayor wins election to the state house—but then might leave himself. If he steps down, whoever was the new Deputy Mayor would succeed as Mayor. You can imagine all the people playing the "what if" game. Can you say "Machiavellian?"

Once again I castigate myself about this obsession with internal politics. Geez, can't I resist this stuff? Or if one takes up the mantle of elected representative, is this just what you sign up for?

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Public Administrators Need to Skillfully Weave Path

From TRANSFORMED, pg. 14

manner. Instead, much of what administrators do demands engagement of the public, attention to program constituencies, and responsiveness to elected officials. Public administrators must develop their capacity to hear what the public says and incorporate it appropriately in program development.

- *Public engagement.* In the current era, simply listening to the public is not enough. The best managers will develop their capacity to engage citizens in the development and implementation of policies and programs in ways that are facilitative, responsive and legitimizing.
- *Accountability and ethics.* In recent years, public policy administration programs have come to recognize that ethics and accountability are central to the public manager's life. Courses in ethics and public service values have entered the core curriculum to prepare students to recognize ethical dilemmas, assess alternative solutions, and ground

their actions in the public interest. Surveys of administrators suggest that these are critical skills.

- *Relationships with elected officials.* The relationship between elected and appointed officials is oft discussed. Public administrators must build effective relationships with elected officials, sorting out an effective and appropriate set of roles and responsibilities that enables them to serve the public and promote public values.

There are, of course, the continuing concerns of management involving budget and finance, human resources, information, facilities and infrastructure. Those will also demand the attention and skill of public administrators, but the flat earth, globalized, information rich, alternative service delivery, high performance environment requires public administrators to skillfully weave a path among rich alternatives to effectively, responsibly and accountably serve the public.



Have you visited ASPA's web site lately?
www.aspanet.org

Members on the Move

John R. Bartle—professor of public administration, was named as the director of the School of Public Administration, University of Nebraska Omaha.

Teodoro J. "Ted" Benavides—former Dallas city manager, has joined the top public sector consulting firm The Waters Consulting Group.

Judith Douglas—was recently appointed as a client industry executive within Executive Data Systems' U.S. government business.

Matthew Dull—joined the faculty of the Center for Public Administration and Policy, School of Public and International Affairs, Virginia Tech, in the National Capital Region as an assistant professor.

Laura S. Jensen—joined the faculty of the Center for Public Administration and Policy, School of Public and International Affairs, Virginia Tech, as an associate professor.

Pan Suk Kim—was recently elected as a Vice President (representing Asian regions) of the International Research Society for Public Management. He also received the Yonsei University's Academic Award.

Robert Lavigna—recently accepted the position of vice president of research for the Partnership for Public Service.

Cynthia Lynch—recently accepted an

assistant professor position in the master of public administration department in the College of Social and Behavioral Sciences at University of Texas- Pan American.

Patrick S. Roberts—joined the faculty of the Center for Public Administration and Policy, School of Public and International Affairs, Virginia Tech, as an assistant professor.

Kurt Thurmaier—recently accepted the positions of professor of public administration, Division of Public Administration and director of graduate studies in political science, Northern Illinois University.

Arwiphawee Srithongrung—joined the faculty at the School of Public Administration, University of Nebraska Omaha.

Carl Stenberg—was recently appointed director of the MPA Program at the University of North Carolina, Chapel Hill.

David Warm—recently accepted the Walter Scheiber Leadership Award from the National Association of Regional Councils (NARC).

Jay White—was re-appointed to a five year renewal of the Elizabeth H. Reynolds and Beverly B. Reynolds Endowed Professorship in Public Affairs and Community Service at the School of Public Administration, University of Nebraska Omaha.

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UNIVERSITY POSITIONS

Senior Scholar Position - International Public Policy Institute of Public and International Affairs (IPIA) University of Utah <http://www.ipia.utah.edu/>

Responsibilities:

The College of Social and Behavioral Science (CSBS) at the University of Utah is launching an exciting new Institute of Public and International Affairs (IPIA) that will house numerous research, teaching, and outreach activities related to politics, public policy, governance, security, and international affairs. The University of Utah is seeking an accomplished senior scholar with expertise in international public policy who would be tenured as an associate or full professor in one of the seven departments in CSBS and hold a senior appointment in IPIA. Departments in CSBS include anthropology, economics, family and consumer studies, geography, political science, psychology, and sociology. The successful candidate will be expected to contribute to core public policy teaching, undertake research projects that will advance the IPIA's international public policy emphasis, and assist leadership in building the IPIA's regional, national and international reputation during its early, formative years.

Qualifications:

We seek applications from individuals who conduct research related to international policy analysis and/or policy decision-making whose work would build on existing international and public policy strengths within the university. Preferred areas of research include but are not limited to and are not listed in priority order: (1) development, (2) the environment (3) health, (4) inequality, and (5) security. Researchers must demonstrate an international perspective in their work. We encourage applications from individuals who are excited about working in a multi-disciplinary environment. The successful candidate must have a Ph.D., be familiar with current international public policy issues, have effective interpersonal skills, and an established, nationally visible, extramurally funded research program.

Application Deadline and Start Date:

Applications should be received by November 13, 2006. The search committee may consider applications received after this time until the position is filled. This is a new position with an expected starting date of approximately July 1, 2007.

Contact Person:

Inquiries should be made to the IPIA International Public Policy Search Committee, c/o Jenny Robinson, 801-585-3048 or robinson@cippa.utah.edu. Applications should include a letter of interest, CV, a sample of published work, and contact information for three references. Applications should be mailed to: Chair, IPIA International Public Policy Search Committee, c/o Jenny Robinson, University of Utah, 260 S Central Campus Dr Rm 214, Salt Lake City, Utah 84112.

The University of Utah is an Equal Opportunity, Affirmative Action Employer, encourages nominations and applications from women and minorities, and provides reasonable accommodation to the known disabilities of applicants and employees.

Associate/Full Professor – USPA Old Dominion University

The Department of Urban Studies and Public Administration, in the College of Business and Public Administration at Old Dominion University, invites applications for a tenure-track position at the associate or full professor level for Fall 2007. The Department offers a NASPAA accredited MPA program and a PhD in Public Administration and Urban Policy. Field is open: the successful candidate is expected to teach courses in the core curriculum of the PhD and the MPA Programs. Qualifications include: Ph.D. in Public Administration/Urban Affairs and Public Policy or related field, interest in administering graduate programs, an established research record and proven teaching skills.

Old Dominion University is a state-supported, Carnegie Doctoral/Research-Extensive University with over 20,000 students. The University is located in Norfolk, Virginia, the hub of the Hampton Roads metropolitan area with a population of approximately 1.5 million. As a major recreation area known for its beaches, historical landmarks, and the Chesapeake Bay, the Hampton Roads Region also profits from its proximity to Washington, D.C., Williamsburg, and the Outer Banks of North Carolina. Federal, state, and local governments represent 32 percent of the region's total employment. Boasting the largest naval base in the world, Hampton Roads also accommodates major Army and Air Force commands.

Candidates should forward a letter of application indicating research and teaching interests, curriculum vitae, and names and addresses (with telephone numbers) of three references to Professor Berhanu Mengistu, Chair, Department of Urban Studies and Public Administration, College of Business and Public Administration, Old Dominion University, Suite 2084 Constant Hall, Norfolk, VA, 23529-0224. Application review will begin immediately but will continue until the position is filled. Interested individuals may visit the College of Business and Public Administration website at <http://www.odu-cbpa.org/uspa>.

Qualified women and minorities are strongly encouraged to apply. Old Dominion University is an Equal Opportunity/Affirmative Action Employer.

Assistant/Associate Professor – Public Administration Eastern Kentucky University

NASPAA accredited MPA Program seeks a tenure-track faculty member, at the Assistant or Associate Professor rank, beginning in August 2007. The MPA program, the oldest in Kentucky, started in 1968 and has been accredited since 1981. The program is located in the Department of Government. The program has 50 full and part-time students and an MPA core faculty of 6. Teaching load is four classes per semester. Salary is competitive.

The Department includes an Institute of Government in which MPA core faculty play a key role. The Institute and the MPA program have strong ties to local governments and non-profit organizations in Kentucky. For additional information, go to <http://www.instgov.eku.edu/>

Candidates must possess a Ph.D. in Political Science or Public Administration, or a DPA. The degree must be earned from a regionally accredited institution. The appointment rank will depend on teaching and public service experience as well as an appropriate record of academic publications. Candidate must be able to teach courses in the MPA core, as well as in the undergraduate program in Political Science. Ability to teach one or more of the following MPA courses is preferred: Community Development; Public Budgeting and Finance; Non-Profit

Organizations; or Strategic Planning and Grant-Writing. For additional information see the MPA program information at <http://www.government.eku.edu/mpa.htm>

Review of applications begins September 30, 2006 and continues until the position is filled. Send: 1) a letter of application stating teaching and research areas, a statement of teaching philosophy; 2) a current vitae; 3) graduate transcripts; and (4) the names, e-mail address and phone numbers of three references to:

Dr. Sara Zeigler, Chair, Department of Government, 113 McCreary Hall, Eastern Kentucky University, 521 Lancaster Ave., Richmond, KY, 40475

All offers of employment are contingent on completion of a satisfactory criminal background and educational credential check.

Eastern Kentucky University is an EEO/AA institution that values diversity in its faculty, staff, and student body. In keeping with this commitment, the University welcomes applications from diverse candidates and candidates who support diversity.

Junior Level Full-Time, Tenure Line Faculty Search School of Public Affairs Department of Public Administration and Policy American University Academic Year 2007-2008

American University's School of Public Affairs invites applications for a full-time, tenure-line faculty position at the rank of assistant professor in its Department of Public Administration and Policy. Pending budgetary approval, the position would begin in August 2007. The person hired will teach courses primarily in the school's Master of Public Policy and Master of Public Administration degree programs. Candidates must have a productive research agenda, preferably in areas of overlapping interest to the fields of public policy and public administration. Candidates must demonstrate strong teaching skills in quantitative methods, policy analysis, and the economics of public policy. Preference will be given to candidates who have significant teaching experience and have already established a strong record of research. Familiarity with public administrative, organizational, political, and normative dimensions and contexts of public policy analysis is desired. Candidates should have an earned PhD at the time of appointment, preferably in public policy, economics, public administration, political science, or a related field.

Review of applications will begin September 18, and continue until the position is filled. Interested candidates should send a letter of interest, a current curriculum vitae, writing sample, teaching evaluations (if available), and three letters of reference to: Office of the Dean – DPAP Jr. Search, School of Public Affairs, American University, 4400 Massachusetts Avenue NW, Washington, DC 20016-8022

American University is an AA/EEO university committed to a diverse faculty, staff, and student body. Women and minority candidates are strongly encouraged to apply.

Assistant/Associate/Full Professor Institute For Policy And Economic Development University of Texas at El Paso

The Institute for Policy and Economic Development at the University of Texas at El Paso is seeking to fill a tenure-track position in the area of leadership studies to start January 2007 or fall 2007. This position may also include a percentage appointment in the Institute for Policy and Economic Development as a research scientist. The successful candidate will lead the growth of a graduate leadership program and also contribute to the Masters of Public Administration program. The Masters of Arts in Leadership Studies is a two year old program primarily geared towards non-traditional markets and has close ties with the U.S. Army.

UTEP is the only research-intensive doctoral university in the United States with a Mexican-American majority student population, ranking second in the nation in awarding Bachelor's degrees to Hispanics. UTEP serves a large, bicultural population located on the U.S. – Mexico border. The university's student population of more than 19,000 students, the majority Hispanic, closely mirror the demographics of the region from which UTEP draws 90 percent of its students. UTEP is increasingly recognized as a model in demonstrating that a university with a fundamental commitment to access can also achieve high levels of excellence in academic programs and research. UTEP's six academic colleges (Business Administration, Education, Engineering, Health Science, Liberal Arts, and Science) offer 81 Bachelor's degrees, more than 80 Master's degrees, and 12 Doctorates in a broad range of academic fields. In addition, the university offers doctoral programs in Nursing and Pharmacy through cooperative programs with the U. T. Health Science Center at Houston and U. T. Austin.

QUALIFICATIONS REQUIRED: The successful candidate must hold a Ph.D. or equivalent terminal degree in any field of administrative or social science and; must have an identifiable research agenda and a commitment to service. Rank is open. This position is security-sensitive and subject to Texas Education Code 51.215, which authorizes the employer to obtain criminal history record information. An employment offer is contingent on completion of a satisfactory criminal background investigation.

SALARY: Salary or Appointment negotiable.

APPLICATION PROCEDURE: Interested candidates should submit their curriculum vitae, the names of at least three (3) references and a letter of interest by November 10, 2006 to: Dennis L. Soden, PhD., Executive Director, Institute for Policy and Economic Development, 500 W. University – Kelly Hall; Room 414, El Paso, TX 79968-0703, Phone: (915) 747-7974, Fax: (915) 747-7948, Email: desoden@utep.edu. For further information, see www.utep.edu and iped.utep.edu. EOE.

Job Listing Duration: This eJobs ad will run until: November 1, 2006

Fields of Specialization: Leadership

Experience in non-traditional course delivery and course development. Knowledge of military procedures useful.

Assistant Professor of Public Administration Department of Public Administration University of Central Florida

The Department of Public Administration invites applicants for an Assistant Professor position in Public Administration. This is a tenure track position beginning August 2007. The Department offers a BA/BS in Public Administration, a NASPAA accredited Master of Public Administration, a completely web-based Master of

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Nonprofit Management as well as web and face-to-face courses for our undergraduate minor and graduate certificate program in urban and regional planning. Faculty also participate in the PhD Program in Public Affairs, an interdisciplinary program within the College of Health and Public Affairs.

The University of Central Florida is the seventh largest university in the United States, with a student population of over 47,000. It emphasizes a strong community partnership mission. Faculty in the Public Administration Department have significant opportunities to work with dedicated community professionals in a wide range of policy and management arenas.

Required: Candidates must have a completed Ph.D. or D.P.A from an accredited institution. Doctorate is required by time of appointment.

Preference: Applicants for this position are expected to demonstrate high potential for scholarly research and publication as well as teaching excellence. Teaching areas are open to all subfields of public administration and policy.

All applicants should submit a letter of application, a curriculum vita, original transcript, and names, addresses, and phone numbers of three professional references. Consideration of applications will begin on November 15, 2006 and the position will remain open until the appointment is made. The application package should be sent to: Search Committee Chair, Department of Public Administration, University of Central Florida, Health & Public Affairs Building II, Room 238, Orlando, FL 32816-1395, Phone: 407-823-2604, Fax: 407-823-5651

UCF is an Equal Opportunity/Affirmative Action Employer. UCF makes search documents available under Florida's open-records statutes.

Department Chair

Department of Political Science, Geography, and Public Administration Stephen F. Austin State University

The Department of Political Science, Geography, and Public Administration at Stephen F. Austin State University invites applications for the position of Department Chair beginning Fall 2007. Successful candidates should possess a Ph.D. or commensurate experience in political science, public administration, geography or related field (area of specialization open), a commitment to teaching excellence, a record of significant scholarly research, demonstrated administrative skills and experience with multidisciplinary programs. In addition, strong leadership ability and demonstrated skills in identifying external funding sources are desirable. The successful candidate must qualify for tenure at the time of appointment. Salary is competitive based on experience and qualifications.

Stephen F. Austin State University is a regional university that has an enrollment of approximately 11,500 students. SFASU is a traditional, residential university located in the beautiful piney woods of east Texas. The Department of Political Science, Geography, and Public Administration has 16 full-time faculty who serve undergraduate majors in political science, public administration and geography and graduate students in the Master of Public Administration program.

Interested applicants should submit a current vita, a letter of application, three letters of recommendation, a statement of teaching and administrative philosophy and evidence of quality teaching and scholarship to: Dr. Ken Collier, Search Committee Chair, Department of Political Science, Geography, and Public Administration, P.O. Box 13045, SFA Station, Stephen F. Austin State University, Nacogdoches, Texas 75962-3045, kcollier@sfasu.edu

Review of candidates will begin October 2, 2006 and continue until the position is filled

Stephen F. Austin State University is an Equal Opportunity, Affirmative Action Employer. Women and minorities are encouraged to apply.

Assistant Professor Public Administration University of North Dakota

The Department of Political Science and Public Administration at the University of North Dakota invites applications for a tenure-track position in Public Administration at the Assistant Professor level beginning August 2007. The successful candidate should be able to teach general graduate and undergraduate courses in Public Administration, such as budgeting and personnel. Candidates who have the ability to develop courses in Organizational Theory and/or Organizational Behavior will be viewed most favorably. The Department's MPA program is NASPAA-accredited. The ability to contribute to the undergraduate Political Science program is a plus. A.B.D. or Ph.D. required and teaching experience is strongly desired. Interested individuals should submit a letter of interest, vita, evidence of excellence in teaching, and names of references to: Search Committee, Department of Political Science and Public Administration, Box 8379, University of North Dakota, Grand Forks, North Dakota 58202-8379. Review of applications will begin on October 1, 2006 and continue until the position is filled. The University is an equal opportunity/affirmative action employer.

Assistant Professor American Institutions University of North Dakota

The Department of Political Science and Public Administration at the University of North Dakota invites applications for a tenure-track position in American institutions at the Assistant Professor level beginning August 2007. The successful candidate should be able to teach courses such as Congress, the Presidency, and the bureaucracy. The person must teach courses and have a research agenda that would ensure he/she could be considered a core faculty member in the MPA program which is NASPAA accredited. A.B.D. or Ph.D. required and teaching experience is strongly desired. Interested individuals should submit a letter of interest, vita, evidence of excellence in teaching, and names of references to: Search Committee, Department of Political Science and Public Administration, University of North Dakota, Gamble Hall Room 265, 293 Centennial Drive Stop 8379, Grand Forks, ND 58202-8379. Review of applications will begin October 1, 2006 and continue until the position is filled. The University is an equal opportunity/affirmative action employer.

Assistant Professor in Urban Affairs/Public Finance/Criminal Justice Wright State University

The Department of Urban Affairs at Wright State University seeks to fill a tenure-track, Assistant Professor

position beginning September 2007. Candidates need to be interdisciplinary-oriented and committed to teaching, service, and scholarship. Priority teaching areas at graduate and undergraduate levels include: public finance and budgeting; criminal justice (e.g. homeland security, rural-urban-spatial characteristics, race and class); and statistics and methods. The successful candidate will have: a doctorate (ABD close to finish also considered) in Public Administration, Public Policy, Urban Affairs, or a closely related field; evidence of successful teaching; a commitment to diversity; an ethic of civic engagement and internal/external service; and a dedication to scholarship. Capability to teach Public Finance strongly preferred.

Wright State University's state-of-the-art facilities are located in a wooded, suburban setting bordering the city of Dayton. The City of Dayton and its neighboring communities are recognized for their innovations in public finance, management, and intergovernmental administration. The Center for Urban and Public Affairs (CUPA), located within the Department, and the Dayton metropolitan area provide abundant opportunities for scholarship and professional service.

Wright State's Department of Urban Affairs offers the only NASPAA-accredited Master of Public Administration program in southwest Ohio. As part of its strong commitment to community engagement, the Department provides administrative oversight to CUPA, one of eight research centers in Ohio's Urban University Program. The Department offers a highly supportive environment for a person dedicated to teaching, scholarship, and community service.

Candidates interested in the position should send the following material to Prof. Myron A. Levine, Chair, Search Committee, Department of Urban Affairs and Geography, 3640 Colonel Glenn Hwy, Dayton, Ohio 45435-0001: a cover letter addressing how they meet the qualifications listed above, a current curriculum vitae, evidence of high-quality teaching, sample syllabi (for courses taught in such areas as public finance, budgeting, criminal justice, and statistics), three letters of recommendation; and contact information for at least three professional references. For more information, visit www.wright.edu/cupa/department.htm.

The search will remain open until the position is filled. The first review of applications will begin Monday, November 3, 2006.

Wright State University is committed to equal opportunity and affirmative action. Applications from members of under-represented groups are encouraged.

Tenure Track Assistant Professor School of Public Administration Florida Atlantic University

The School of Public Administration invites applications for a tenure track assistant professor position to begin August 2007. The position requires a doctorate in public administration or related field prior to the beginning of the appointment. Up to two years toward tenure may be granted to those who have a good publication record and teaching experience

Florida Atlantic University is a Carnegie rated doctoral research university (RU/High research activity). FAU is a multi-campus university with more than 26,000 students. The School of Public Administration offers a Bachelor of Public Management, a Master of Nonprofit Management, a NASPAA accredited MPA program and a Ph.D. Applicants for this position are expected to demonstrate high potential for scholarly research and publication as well as teaching excellence. Teaching area is open to all subfields of public administration and policy, including our unique areas of public procurement and/or nonprofit management. The successful candidate will be expected to participate eventually in doctoral dissertation supervision. The candidate will be expected to teach at several FAU campuses, however, the position will be based on our Jupiter campus.

Applicants should submit a letter (preferably electronically) indicating research and teaching interests, a curriculum vitae, and e-mail addresses and telephone numbers of at least three professional references. Screening will begin December 31, 2006, but applications will be accepted until the position is filled. Please send your application to: Dr. Ron Nyhan, Search Committee Chair, Florida Atlantic University, School of Public Administration, 777 Glades Road, SO 288., Boca Raton, FL 33431-0991, Fax: 954.762.5693; e-mail: rcnyhan@fau.edu, <http://www.fau.edu/spa>

Florida Atlantic University is an Equal Opportunity/Access Institution.

Positions at The Maxwell School Syracuse University

The Public Administration Program at The Maxwell School is consistently ranked among the best in the country. Alumni hold positions in all levels of government, as well as in public interest, non-profit, and international organizations around the world. The Maxwell School of Citizenship and Public Affairs (www.maxwell.syr.edu) of Syracuse University, which was founded in 1924, is defined by its dedication to graduate study in two distinct but overlapping spheres: the professional world of service in public and international affairs and the academic world of research and scholarship in the social sciences. It is a member of the Association of Schools of International Affairs, the Association for Public Policy Analysis and Management, and the National Association of Schools of Public Affairs and Administration.

Applicants should send a letter of application, a curriculum vitae, a writing sample, and three references to the appropriate search committee, 215 Eggers Hall, Syracuse University, Syracuse NY 13244-1090.

Syracuse University is an equal opportunity employer. The Department especially encourages women and minority candidates.

The Howard G. and S. Louise Phanstiel Chair in Strategic Management and Leadership

The Maxwell School of Citizenship and Public Affairs is proud to invite applications for the position of the Howard G. and S. Louise Phanstiel Chair in Strategic Management and Leadership. Candidates should have an exceptional record of research on questions relating to the leadership and effective management of public and/or non-profit institutions. Due to the generosity of the donor, this endowed Chair will provide the appointee with an extraordinary opportunity to demonstrate leadership on these issues on a national and international basis. We encourage applicants from a wide range of disciplines, including public administration, business administration, political science, sociology, psychology, economics and law. We are particularly interested in individuals whose research and intellectual interests concern leadership and performance in contexts that require collaboration across organizational, sectoral and jurisdictional boundaries. Applicants need not have previous experience in a professional degree program, though a demonstrated track record in positions requiring visionary leadership and strategic management is considered desirable. The successful candidate must be enthused, however, by engage-

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ment with graduate students, diverse in nationality and experience, who are committed to careers in public service.

Assistant Professor/ Public Administration and Democracy

The Department of Public Administration at the Maxwell School of Syracuse University is seeking an outstanding candidate to fill a tenure-track position at the rank of assistant professor. Teaching responsibilities will include our masters-level courses in "Public Administration and Democracy" and "Public Organizations and Management." Candidates should have research and teaching interests related to democratic governance, and institutional design and management in both the American and international contexts.

Assistant Professor/ Public Budgeting and Finance

The Department of Public Administration at the Maxwell School of Syracuse University is recruiting for a tenure track assistant professor with a specialty in public budgeting. Candidates should be able to teach and conduct research in public budgeting in the public and non-profit sectors. An international focus and the ability to teach courses in one of the following areas are also desirable: financial management, statistics, information technology, and public management.

Professor of Practice in Public and International Affairs

The Department of Public Administration and the International Relations Program of the Maxwell School of Syracuse University are searching for a full-time Professor of Practice to offer courses to graduate students seeking careers in public and international affairs. An ideal candidate for this position will come to the Maxwell School after a successful career as a very high-level official in the diplomatic service or a multilateral organization. The Professor of Practice should have interests in offering course work in one or more of the following areas of global policy and governance: international organizations (governmental and non-governmental); global issues (e.g., terrorism, migration, health, sustainable development, human rights); foreign/global policy making.

Assistant Professor School Of Urban And Public Affairs University Of Texas At Arlington

The School of Urban and Public Affairs (SUPA) at the University of Texas at Arlington invites applications for a tenure-track faculty position in Public Administration at the Assistant Professor level beginning Fall 2007. The successful candidate will be teaching at the graduate level (MPA and Ph.D.). In addition to contributing to core curriculum teaching in public administration, areas of teaching and research expertise must include two of the following:

1. Information Resource Management
2. Public Human Resource Management and Ethics.
3. Civic Engagement

Applicants should have a doctorate in Public Administration, Public Affairs, or Political Science. ABDs will be considered. Preference will be given to candidates who have an established research record with interest in working in a multidisciplinary environment as well as a commitment to community service.

The School offers excellent teaching and research support and its location in the heart of the Dallas-Fort Worth metropolitan area provides an ideal urban laboratory for research and community service. The School, with an interdisciplinary faculty, offers five graduate degrees including: Ph.D. in Urban and Public Administration, Ph.D. in Urban Planning and Public Policy, Masters in Urban Affairs, Masters in Public Administration, and Masters in City and Regional Planning.

A letter of application indicating research and teaching interests, vitae, and three letters of recommendation should be sent to Dr. Sherman Wyman, Chair, Search Committee, School of Urban and Public Affairs, Box 19588, The University of Texas at Arlington, Arlington, TX 76019-0588. Review of applications will begin immediately and continue until the position is filled. The University of Texas at Arlington is an Equal Opportunity

Affirmative Action Employer.

Faculty Positions The Askew School of Public Administration and Policy Florida State University

The Askew School of Public Administration and Policy at the Florida State University, offering a NASPAA accredited MPA program and Ph.D. program, has two tenure and one non-tenure track positions at the assistant professor level.

Position One: teaching in our public financial management specialization is required. Search Chair: Earle Klay. Position Two: teaching health systems management is required and other classes to support the MPA and Ph.D. degrees as well as the Master of Public Health degree. Search Chair: James Bowman.

Position Three: Executive in Residence (EIR) is a two-year, full-time, non-tenure track position with renewal possible. Duties include teaching graduate courses in public administration. Within two years the EIR is expected to generate, as well as direct, sponsored projects that help the Askew School serve the international, national, state or local communities in the person's areas of management or policy expertise. Preference may be given to a person with local government experience, as the Askew School develops a Center in Local Government Management. Search Chair: Lance deHaven-Smith.

For all three positions, teaching and research interests in other areas of public administration in addition to specifics listed for each position are welcomed. Interests in nonprofit or information management would be a plus.

Located in Florida's capital city, the Askew School offers extensive opportunities for research and networking. Faculty members are actively publishing scholars who enjoy working with junior colleagues, and who value good teaching and practitioner experience. The School (<http://askew.fsu.edu>) is committed to sound scholarship and the foundational values of citizenship and public service. The standard teaching assignment is 2+2 and salary is competitive. The doctorate must be completed by the date of appointment for positions one and two, but is not required for position three. Applications are invited especially from minority candidates. The Florida State University is an Affirmative Action/Equal Opportunity Employer.

Submit C.V., three letters of reference, teaching evaluations (if available) and a sample piece of writing to: {Specific Chair}, Search Committee, Askew School of Public Administration and Policy, Florida State University, Tallahassee, FL 32306-2250. Applications should be submitted by October 27th when the first

review of applicants will begin, continuing thereafter until the positions are filled.

Assistant/Associate Professor: MPA Director Public Administration Oakland University

The Department of Political Science invites applications for an MPA Director at the Assistant or Associate Professor level, to begin August 15, 2007. Teaching specialization is open; however, preference will be given to candidates who can teach at least one course in the MPA program's core curriculum, which includes Public Administration Theory, Public Sector Human Resources Management, Government Information Systems, Budgeting & Finance, Program Evaluation, and Quantitative Methods. Preference also will be given to candidates who can teach in one of the department's other degree programs (B.A. in Political Science; B.S. in Public Administration and Public Policy; a prospective B.A. in International Relations) and those with demonstrated scholarly productivity.

Applications should include a letter of interest, curriculum vitae, evidence of academic administrative experience, graduate transcripts, copies of teaching evaluations and sample syllabi (if available), and no more than two samples of written work. Three letters of recommendation should be sent under separate cover.

The MPA program, housed in the Department of Political Science and in the College of Arts and Sciences, offers a nationally accredited graduate degree in Public Administration (M.P.A.) with concentrations in Health Care, Local Government, Criminal Justice, and Nonprofit Management. The program has strong ties to area local governments and nonprofit organizations.

Oakland University is a state-assisted, Carnegie I research institution offering baccalaureate, masters, and doctoral degree programs to over 17,000 students. The 1400-acre campus is located in Rochester, Michigan, a suburban community 26 miles north of Detroit. The University hosts a residential theater company, maintains an art gallery and historic mansion, and provides an outdoor venue for summer musical events. It is convenient to many social, cultural, and recreational activities in the metropolitan Detroit area. For more information about the department, College of Arts and Sciences, and Oakland University, visit our website at www.oakland.edu.

Review of applications will begin October 23, 2006 and will continue until the position is filled. Send applications and letters of reference to: Prof. Emmett Lombard, Chair, MPA Director Search Committee, Department of Political Science, Oakland University, 418 Varner Hall, Rochester, MI, 48309-4488. Oakland University is an affirmative action/equal opportunity employer and encourages applications from women and minorities.

Tenure-Track Faculty Member Department of Public Administration California State University, San Bernardino

California State University, San Bernardino, is seeking to hire a tenure-track faculty member in public administration. The rank is open. The successful candidate may teach in areas of administrative law, government business relations, and/or research methods, depending on expertise, and will contribute to the Master of Public Administration programs' overall research, teaching, and service missions. There is a preference for candidates with online teaching experience. An earned doctorate in Public Administration or closely related field is required at the time of appointment for a track position beginning in September, 2007.

The Department of Public Administration is located within California State, San Bernardino's College of Business and Public Administration. It offers the BA in Administration with a concentration in Public Administration and the Master of Public Administration programs with specializations in Tribal Management and Water Resource Management at California State's main campus in San Bernardino and Palm Desert. The MPA program is also offered off-site as a convenience to students.

The Master of Public Administration has about 135 students and BA in Public Administration program has about 100 students. The graduate program is accredited by NASPAA. California State, San Bernardino is one of 23 CSU state-wide campuses.

Preferred candidates will be expected to meet the traditional requirements of excellence in teaching, active scholarly and professional work, and service to the University and community. California State University, San Bernardino is an Equal Opportunity Employer, and has a strong institutional commitment to the principle of diversity in all areas.

DEADLINE AND APPLICATION PROCESS: November 1, 2006 or until filled. Submit vitae with letter of application that includes statement on teaching philosophy and strategies, research/professional accomplishments and goals, as well as a description of any interest or experience in one of the three strategic plan areas. Also submit the names, telephone and fax numbers, and e-mail addresses of three references, along with an official copy of most recent transcripts.

SEND TO: Dr. Michael Clarke, Search Committee Chair, Department of Public Administration, College of Business and Public Administration, 5500 University Parkway, San Bernardino, CA 92407-2397, Telephone: (909) 537-5758

Assistant/Associate Professor Harry S Truman School of Public Affairs University of Missouri-Columbia

The Harry S Truman School of Public Affairs seeks applications and nominations for tenure-track faculty positions with teaching and research interests in public policy, public management or both. Rank can range from beginning assistant to junior associate professor. Primary responsibilities of the positions include:

- 1) carrying out a program of research leading to scholarly publication,
- 2) teaching graduate courses both on campus and in Jefferson City, the state capital, and
- 3) participating in outreach and public service activities as well as internal service.

Applicants for these positions are expected to demonstrate high potential for scholarly research and publication as well as teaching excellence at the assistant level, and at the associate level, a strong record of publication and teaching excellence. An earned doctorate (discipline open) is required at the time of appointment.

The University of Missouri-Columbia is one of only a few public universities that has membership in the Association of American Universities and is classified by the Carnegie Foundation as a Doctoral/Research Extensive Institution. The Harry S Truman School of Public Affairs is one of sixteen schools and colleges at the University of Missouri-Columbia. The Truman School currently employs more than twenty faculty and houses

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numerous research centers and institutes: <http://truman.missouri.edu/> The University of Missouri is an equal opportunity employer. Minorities and women are encouraged to apply. To request ADA accommodation, please contact the Campus ADA coordinator at (573) 884-7278 or at HensonL@missouri.edu.

Send letter of application, vita, three letters of reference and other supporting materials to: Dr. Guy B. Adams, Chair of the Search Committee, 101 Middlebush Hall, Harry S Truman School of Public Affairs, University of Missouri-Columbia, Columbia, MO 65211, adams@missouri.edu

Screening will begin November 1, 2006, but applications will be accepted until the positions are filled.

Busbee Chair in Public Policy The University of Georgia

The University of Georgia's Department of Public Administration and Policy in the School of Public and International Affairs invites nominations and applications for an endowed chair in Public Policy at the full-professor level. Candidates should demonstrate a substantive policy specialization, but the area of specialization is open. Qualifications include a doctoral degree in public policy, economics, public administration, political science, or other appropriate discipline. The starting date is August 2007. Applications should include a curriculum vitae and names and contact information for at least three references. All nominations and applications received by November 1, 2006 are assured full consideration. The University of Georgia is an Equal Opportunity/Affirmative Action Employer. Our program is ranked third in the nation according to the 2005 rankings of graduate public affairs programs by U.S. News & World Report. The University of Georgia is located in Athens approximately 70 miles east of Atlanta. For more information, visit www.uga.edu/padp. Submit applications to: J. Edward Kellough, Chair, Recruitment Committee, Department of Public Administration and Policy, 204 Baldwin Hall, The University of Georgia, Athens, GA, 30602-1615.

Nonprofit Studies The University of Georgia

The University of Georgia's Department of Public Administration and Policy in the School of Public and International Affairs invites applications for a tenure-track position in nonprofit policy and management at the assistant professor level. This position requires a teaching and research focus on nonprofit organizations that would contribute to current strengths in our M.P.A. and Ph.D programs. Candidates with strong theoretical and methodological interests in topics related to the nonprofit sector (e.g., nonprofit governance, management and personnel, the legal and policy environment, civil society and participation, inter-sector relationships and/or institutions, social innovation and/or entrepreneurship, and accountability) will receive serious consideration. Qualifications include a doctorate in public administration, political science, sociology, business, organization studies, or a related area, with a strong commitment to research and teaching. The starting date is August 2007. Applications should be sent to J. Edward Kellough, Chair, Recruitment Committee, Department of Public Administration and Policy, School of Public and International Affairs, 204 Baldwin Hall, The University of Georgia, Athens, GA 30602-1615. Applications should include a curriculum vitae, three letters of reference, graduate transcripts, a sample of the candidate's recent written work, and if available, teaching evaluations. All applications received by November 1, 2006 are assured full consideration. For more information on the department, visit www.uga.edu/padp. The University of Georgia is an Equal Opportunity/Affirmative Action Employer.

Two Positions School Of Public Affairs University Of Baltimore

1) Senior associate professor position with appropriate terminal degree for the School's graduate (MS) and undergraduate (BS) Health Systems Management Programs, effective August 2007. Candidates' areas of teaching and research interests should focus on one or more of the following areas: health policy, managerial epidemiology, health law, health organization, management and/or administration. Candidates must be web-literate, must show evidence of scholarly publications in their respective fields, and must be willing to undertake sponsored research, either independently or in conjunction with the SPA's Schaefer Center, a comprehensive research center that for FY 2006 generated approximately \$5 million in grants and contracts under the guidance of a full-time director and staff.

2) Entry level assistant professor position with PhD degree for the School's graduate MPA and undergraduate programs, effective August 2007. Candidates' areas of teaching and research interests should focus on any combination of the following areas: public policy, policy implementation, social welfare policy, quantitative methods. Candidates must be web literate, must show evidence of being committed to scholarly research in their respective fields of interest, and must be willing to undertake sponsored research, either independently or in conjunction with SPA's Schaefer Center.

Send vita and list of references to: Ms. Nancy L. Haynsworth, Search Committee Coordinator, School of Public Affairs, University of Baltimore, 1304 St. Paul Street, Baltimore, MD. 21202 410-837-6257, nhaynsworth@ubalt.edu

Screening for the position will begin November 1, 2006, and will continue until filled. The University of Baltimore is an Equal Opportunity/Affirmative Action employer.

Graduate Program Director School of Public Affairs University of Baltimore

The School of Public Affairs (SPA) is seeking to fill the position of Graduate Program Director for its well-recognized and expanding MPA (conventional and web-based) and DPA programs effective August 2007. Candidates for the position should currently hold the rank of senior associate or full professor. They must be able to demonstrate sound experience in directing graduate studies and a leadership capacity capable of guiding and integrating the programs of mature and predominately in-service MPA and DPA students. Candidates areas of teaching and research concentration are flexible, although candidates whose interests are congenial with the University's urban commitment and SPA's management/public affairs mission are especially encouraged to apply. Send vita and list of references to: Ms. Nancy L. Haynsworth, Search Committee Coordinator, School of Public Affairs, University of Baltimore, 1304 St. Paul Street, Baltimore, MD 21202 nhaynsworth@ubalt.edu

Assistant/Associate Professor, Public and Nonprofit Management Eller College of Management The University of Arizona

The School of Public Administration and Policy, at the Eller College of Management, The University of Arizona, is seeking applicants to fill a vacant faculty position in the area of Public and Nonprofit Management. The position will be for a tenure track, Assistant/Associate Professor. Candidates with several years experience are encouraged to apply. The department is seeking individuals who are able to work with diverse students and colleagues, and who have experience with a variety of teaching methods and curricular perspectives. Start date will be August of 2007.

Duties and Responsibilities: Faculty perform scholarly research, publish in academic journals, teach in undergraduate and Master's programs, advise students at all levels, and serve the university through various committee assignments. Faculty also provide outreach to the local community. In addition, executive program teaching may be available.

Minimum requirement is a PhD or equivalent degree. It is expected that the candidate will have completed their doctoral degree by the start date of August 2007.

Preferred Qualifications: While no restrictions will be placed on the candidate's specific disciplinary training, we anticipate hiring someone with clear expertise and demonstrated interest in one or more areas of public and/or nonprofit management. These areas might include, but are certainly not limited to:

- * Leadership and strategic management
- * Cross-sector collaboration and networks (including ties to business)
- * Managerial and organizational issues related to public contracting and the privatization of public services
- * Local government and city management
- * Organizational design and change
- * Human resources management
- * Public and nonprofit performance, evaluation, and effectiveness.

Our web address is <http://publicadmin.eller.arizona.edu/>

Please apply online by going to www.uacareertrack.com/applicants/Central?quickFind=185079

The University of Arizona is an EEO/AA-M-W-D-V Employer

Review will begin October 30, 2006 and will continue until position is filled.

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cjewett@aspanet.org

Know Your Code

This column is a continuation of a semi-regular feature in PA Times. Under the auspices of ASPA's Section on Ethics, readers will be given the opportunity to consider how ASPA's Code of Ethics might be applied to "real world" scenarios of interest, hence the name "Know Your Code." The goal is to make all ASPA members more aware of our code of ethics and how it can be interpreted and utilized. Responses to this specific column are encouraged. Readers are also invited to submit questions about specific situations for possible consideration in future columns.

Strive for Professional Excellence

Jack D. Kem

The Definition of a 'Professional'

Throughout the literature, there are many definitions of 'profession' and 'professional.' Most of the definitions describe characteristics of the professions that include a special body of knowledge, self-governing and self-policing of members within the profession, the commitment to a public service based on special trust, licensure or special examinations, lifelong membership in the profession, continuing education, autonomy in the practice of the profession, and adherence to a code of ethics.

Traditionally, there have been only three "professions"—law, medicine, and the clergy. All of the members of these three traditional professions have been given special trust by the public to practice their profession in such a way that serves the public and influences human well-being. Of course, the list of professions has grown recently to include professions such as the military, engineering, accountancy, education, nursing, and public administration.

In 2004, the Australian Council of Professions defined "a profession" as follows:

"A profession is a disciplined group of individuals who adhere to ethical standards and who hold themselves out as, and are accepted by the public, as possessing special knowledge and skills in a widely recognized body of learning

derived from research, education and training at a high level, and who are prepared to apply this knowledge and exercise these skills in the interest of others. It is inherent in the definition of a profession that a code of ethics governs the activities of each profession. Such codes require behavior and practice beyond the personal moral obligations of an individual. They define and demand high standards of behavior in respect to the services provided to the public and in dealing with professional colleagues. Further, these codes are enforced by the profession and are acknowledged and accepted by the community."

In my classroom, we discuss the implications of being a member of a profession—the military profession. At first, many students, as military officers, don't see the relevance of the discussion. This is particularly interesting in my classroom, since many of the students are members of more than one profession—including military physicians and military lawyers. I consider myself a member of three professions—military officer, educator, and public administrator.

After some discussion, the issue does gain relevance. The status as a "professional" does matter because of the public trust and subordination of the individual to the needs of society. For those of us with more than one professional affiliation, there is the important issue of deciding the higher calling when the values of the professions conflict. These are not easy

issues, and they require each "professional" to examine closely their calling in life and what they have "professed" to be their role in society.

What the ASPA Code Says

The ASPA Code of Ethics implicitly defines public administration as a profession. The fifth and final major section of the ASPA Code of Ethics is to "Strive for Professional Excellence." The code states that ASPA members should:

Strengthen individual capabilities and encourage the professional development of others. ASPA members are committed to:

- Provide support and encouragement to upgrade competence.
- Accept as a personal duty the responsibility to keep up to date on emerging issues and potential problems.
- Encourage others, throughout their careers, to participate in professional activities and associations.
- Allocate time to meet with students and provide a bridge between classroom studies and the realities of public service.

How to Use What the ASPA Code Says

The first two major sections of the ASPA Code of Ethics illustrate to whom public administrators serve ("Serve the Public Interest") and the context for public service ("Respect the Constitution and the Law"). The third major section ("Demonstrate Personal Integrity") provides a touchstone on how to serve the public with character and integrity. The fourth major section ("Promote Ethical Organizations") focuses on where public administrators serve—the "corporate structure" of organizations. The fifth and final section of the ASPA Code of Ethics ("Strive for Professional Excellence") alludes to the why we have a Code of Ethics—because public administration is a "profession" that requires us to invest our time in developing professional excellence.

The fifth section of the ASPA Code of Ethics begins by stating that ASPA members should "strengthen individual capabilities and encourage the professional development of others." This statement indicates a focus on both individual development as well as the development of others within the profession. ASPA members have a personal responsibility to invest their time in their own professional development as well as the development of others within the profession—a shared accountability within the profession as public administrators.

The first and third statements within the fifth major section of the ASPA Code of Ethics reflect the outward focus—to "provide support and encouragement to upgrade competence" and to "encourage others, throughout their careers, to participate in professional activities and associa-

tions." Admittedly, these are not real strong statements to encourage professionalism by themselves, but taken together with the remainder of the Code of Ethics (such as the statements such as "serve the public, beyond serving oneself" and "demonstrate the highest standards in all activities to inspire public confidence and trust in public service") these statements lead to a stronger professional orientation for all public administrators.

The second and fourth statements within the fifth major section of the ASPA Code of Ethics reflect the inward focus for professionals—to "accept as a personal duty the responsibility to keep up to date on emerging issues and potential problems" and to "allocate time to meet with students and provide a bridge between classroom studies and the realities of public service."

Again, these statements are not particularly strong—but taken with the other statements within the Code of Ethics (such as "respect, support, and study government constitutions and laws that define responsibilities of public agencies, employees, and all citizens") these statements lead to a greater investment of others within the profession.

The fourth statement to "allocate time to meet with students and provide a bridge between classroom studies and the realities of public service" has an academic flavor and addresses only the bridge between the classroom and the practice of public service.

As professionals, we should expand this focus to include the professional development of those within the practice of the profession. This includes mentoring, continuing education, and active interaction of "academics" and "practitioners." Both can learn from each other and help to promote professional excellence within public administration.

All in all, the current ASPA Code of Ethics is a useful document. At first blush, studying the Code of Ethics may not seem relevant, but a closer examination of the Code may reveal our "professional" calling in life and what we have "professed" to be our role in society in public administrators.

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The opinions stated in this article do not reflect the official position of ASPA or the ASPA Ethics Section. If you wish to respond to this article or submit questions about specific situations for possible consideration in future columns, please email KnowYourCode@aspanet.org.

What do you think about the ideas/situations discussed in the column Know Your Code?

Tell us.

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CONFERENCE CALENDAR

October 2006

- 5-6 2006 International Conference on Public Administration (2nd ICPA) Government Innovation and Reform
Location: Warwick University, Coventry, UK
Call for Papers Deadline: July 15
Contact: Don Menzel, donmenzel@tampabay.rr.com
- 11-12 How to Write the Grant Application Narrative (www.managementconcepts.com)
Students receive in-depth instruction on techniques for developing effective grant application narratives, as well as hands-on drafting and critiquing practice.
Location: Vienna, VA
Contact: customerservice@managementconcepts.com
- 21-25 CAPAM 2006 Biennial Conference
Theme: Rising to the Challenge: Enhancing Public Sector Capability
Location: Sydney, Australia
More Info.: www.capam.org/events/2006_biennial_conference/index.html
- 22-24 Community is a Contact Sport, symposium on city-university relations
Location: Clemson University
More Info.: www.clemson.edu/town-gown

November

- 2-4 The Twenty-Eighth Annual APPAM Research Conference
Theme: "Tax and Spend: Designing, Implementing, Managing and Evaluating Effective Redistributive Policies"
Location: Madison, Wisconsin
More Info.: <http://www.appam.org/conferences/fall/madison2006/index.asp>
- 7-10 XI International Congress of CLAD on State and Public Administration Reform
Guatemala City, Guatemala
More Info.: www.clad.org.ve
- 10 Annual Texas ASPA/CPM Conference: "Building Bridges"
Location: The University of Texas at San Antonio, Downtown Campus San Antonio, TX
- 19-21 The 2006 Minneapolis NASPAA Annual Conference
Theme: "The Future of the Public Sector"
Location: Minneapolis, MN
More Info.: www.naspaa.org

March 2007

- 21-23 Transatlantic Workshop on Ethics and Integrity - 2007
Theme: New Concepts, Theories and Methods in the Study of Ethics and Integrity of Governance
Location: The University of Maryland System Conference Center, Silver Spring, Maryland
More Info.: <http://www.uakron.edu/colleges/artsci/depts/paus/tad.php>
- 23-27 ASPA's 68th National Conference
Theme: "Monumental Possibilities: Capitalizing on Collaboration"
Washington, DC
Omni Shoreham Hotel
www.aspanet.org

For more detail on any of these events, click the link to 'Conferences' on the ASPA home page

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