

PA TIMES

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This month, it is again my privilege to invite a highly regarded member of the ASPA community to share insights with us on the editorial theme for this issue of PA TIMES—the impacts of privatization and government restructuring. —Wendy A. Haynes

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During the fall meeting of the ASPA National Council, there was a motion to endorse the proposal to establish a U.S. Public Service Academy. The U.S. Public Service Academy will create an undergraduate institution designed to cultivate a new generation of young leaders dedicated to public service. —Antoinette Samuel

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PA TIMES

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U.S. Health Care System Scores Poorly

Variations in Quality, Access, Efficiency and Equity Exist Across the Nation

New York, NY—A new report from The Commonwealth Fund Commission on a High Performance Health System paints a disturbing picture of a health care system that does not achieve top marks in any single assessed health care category. In fact, the report shows that the U.S. health care system falls far short of what it could achieve, given the country's current level of investment in health care.

The U.S. scored an average of 66 out of a possible 100 across 37 national indicators of

health outcomes, quality, access, equity, and efficiency. The Scorecard findings show that if the U.S. improved performance in key areas, the nation could save an estimated 100,000 to 150,000 lives and \$50 billion to \$100 billion annually.

This is the first Scorecard to assess the country's health care system across all key domains of care and to compare national averages to benchmarks of achieved performance. It is also the first to offer international

comparisons as well as comparisons within the United States by state and region.

The report accompanies a Health Affairs Web exclusive article, "U.S. Health System Performance: A National Scorecard," by Fund Senior Vice President Cathy Schoen and colleagues. "An overarching theme of the Scorecard is the extent to which lack of health care coverage and gaps in access to care drive up costs and pull down quality of

See HEALTH CARE, pg. 2



**ASPA National Council Election
Ballots will be mailed soon!**
See candidate statements on pgs. 20-21

Army Corps of Engineers Opens New School in Iraq



U.S. Air Force photo by Tech. Sgt. Dawn M. Price

U.S. Army Sgt. Maj. Benny Hubbard, the district Sgt. Maj. for Gulf Region South, U.S. Army Corps of Engineers, shakes hands with an Iraqi child prior to the ribbon cutting ceremony for the Salah Hadi Obid Elementary School in Afak, Iraq, Oct. 11, 2006. The construction of the school was funded, contracted and inspected by the U.S. Army Corps of Engineers.

Reform Committee Reports on Agency Data Breaches

Washington, DC—The federal government compiles and holds sensitive personal information on every citizen, including health records, tax returns and military records.

In May 2006, the Department of Veterans Affairs announced that computer equipment containing the personal information of approximately 26.5 million veterans and active duty members of the military was stolen from the home of a VA employee. Since that time, several other agencies—including the Social Security Administration, the IRS, and the Department of Health and Human Services—have revealed security breaches that affected thousands more individuals.

Given the VA incident, and in order to develop a full picture of the risks posed by data breaches at federal agencies, the Government Reform Committee asked agencies to provide details about incidents involving the loss or compromise of any sensitive personal information held by an agency or a contractor since January 1, 2003. The Committee issued the request, dated July 10, 2006, to all cabinet agencies, as well as the Office of Personnel Management and the Social Security Administration.

Specifically, the Committee requested a brief summary of each incident, including the date, circumstances of the breach, information that was lost or compromised, and the number of individuals affected. In addition, the Committee requested, for each instance, documentation regarding the Department's remedial efforts, including any notification made to the individuals whose informa-

See DATA BREACHES, pg. 2

Thanksgiving Fun Facts:

Thanksgiving was first declared a National Day in 1789 by George Washington. Later, in 1863, President Abraham Lincoln proclaimed the last Thursday in November as a national day of Thanksgiving. In 1941 Thanksgiving was finally sanctioned by Congress as the last Thursday in November.

Nation Scores Just 66 Out of 100 on Key Health Care Indicators

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care in the U.S.," said Schoen. "The vital signs of the health care system are going in the wrong direction—costs are going up and the percentage of people with adequate insurance is going down. We urgently need to change course."

The United States ranks poorly at the beginning and end of life, according to the report, "Why Not the Best? Results from a National Scorecard on U.S. Health System Performance." The United States ranks 15th out of 19 countries in deaths potentially preventable with excellent medical care. In fact, 115 people per 100,000 Americans die from illnesses amenable to medical care before age 75, compared to 75 to 84 per 100,000 in the top three countries. It also ranks at the

bottom among industrialized countries on healthy life expectancy at birth or age 60, and last on infant mortality.

In addition to scoring poorly on indicators compared to other countries, U.S. national averages vary greatly from state to state, region to region and across hospitals and health plans. While the top tier of the system achieves excellence in some areas, the uneven performance across the country indicates a need for major improvement. Rates at the bottom of the distribution are often well below the leaders and the national average.

For example, for readmissions to hospitals, there is wide variation between the best and worst 10 percent of U.S. regions: rates in the worst 10 percent are more than 50 percent higher than the lowest 10 percent of regions. The extent

to which chronic care is managed well also varies widely among health plans.

"What this report tells us is that there are many pockets of excellence in health care in this country but overall we are performing far below our national potential," said James J. Mongan, chairman of the 18-member Commission and CEO of Partners HealthCare in Boston. "Our purpose in issuing this Scorecard is to bring attention to opportunities to improve, with benchmarks to motivate change. This is an important first step towards moving to a system that is truly high performing."

Improvements Are Needed, and Are Achievable

The Scorecard shows substantial gaps between national averages and benchmarks of higher performance across

a broad array of quality, access, efficiency and equity indicators—from the percentage of adults receiving recommended screening and preventive care, to deaths in hospitals, to the percent of national health expenditures spent on insurance administrative costs.

The United States falls far short on universal health insurance coverage, as well as measures of preventive and primary care, undermining health outcomes and raising the cost of care. Access indicators in the Scorecard reveal high rates of medical debt in the U.S. and large numbers of adults who are uninsured and underinsured—insured but not well protected from high health care costs.

The Commission report presents a compelling case for change in the way

See HEALTH CARE, pg. 6

Since 2003 Every Federal Agency has Experienced a Data Breach

From DATA BREACHES, pg. 1

tion was compromised. The Committee requested a response by July 24, 2006.

The agency responses show a wide range of incidents involving data loss or theft, privacy breaches, and security incidents. Agency responses to data losses appear to vary as well, with some notifying all potentially affected individuals, and others not performing such notifications. Despite the volume of sensitive information held by agencies, there is no requirement that the public be notified if their sensitive personal information is compromised. Legislation authored by Committee Chairman Tom Davis and included in the House passed Veterans Identity and Credit Security Act of 2006 would change that.

Agency reports to the Committee varied in the level of detail provided about data losses. Thus, this report, which provides highlights from agency responses, cannot be seen as a comprehensive review of data loss by federal agencies. Despite this limitation, some conclusions can be drawn:

- *Data loss is a government-wide occurrence.*—All 19 Departments and agencies reported at least one loss of personally identifiable information since January 2003. This is not a problem that is restricted to the Department of Veterans Affairs or any other single agency.
- *Agencies do not always know what has been lost.*—The letters received by the Committee demonstrate that, in many cases, agencies do not know what information has been lost or how many individuals could be impacted by a particular data loss. Similarly, agencies do not appear to be tracking all possible losses of personal information, making it likely that their reports to the committee are incomplete. For example, the Department of Justice reports that, prior to the May 2006 Veterans Administration data breach, "the Department did not track the content of lost, stolen, or otherwise compromised devices."
- *Physical security of data is essential.*—Only a small number of the data breaches reported to the Committee were caused by hackers breaking into computer systems online. The vast

majority of data losses arose from physical thefts of portable computers, drives, and disks, or unauthorized use of data by employees.

- *Contractors are responsible for many of the reported breaches.*—Federal agencies rely heavily on private sector contractors for information technology management services. Thus, many of the reported data breaches were the responsibility of contractors.

In September, the Office of Inspector General (IG) at the Department of Interior released a report on the personal use of the internet by agency employees. The purpose of the IG report was to determine whether the Department had effective controls to ensure compliance with the agency's internet policies and guidelines. The IG found the Department's controls to be ineffective. Alarming, agency computer users were accessing sexually explicit, gambling, gaming, and auction websites at a high rate.

Misuse of internet resources presents a number of serious problems, including interfering with employee productivity and

making agency technology resources more susceptible to security breaches and data loss. At Interior, over the course of one week, the IG discovered over 1 million log entries where 7,763 Department computer users spent over 2,400 hours accessing game and auction sites.

In order to develop a better understanding of the risks posed by inappropriate internet usage by federal government employees, earlier today, October 13, 2006, the Committee sent a letter to each Cabinet agency requesting the following: a brief summary of how the agency's Internet policies are enforced, the steps, if any, the agency planned to take to improve these policies and compliance programs, whether the agency or Inspector General has conducted any internal reviews of employee internet usage, and if so, a summary of the findings, and a summary of the technology the agency uses to monitor or prevent access to inappropriate websites.

To view the full report visit the Committee's website at <http://reform.house.gov/GovReform/News>.

PA TIMES

Volume 29, Number 11
November 2006

PA TIMES is a tabloid newspaper published 12 times a year by the American Society for Public Administration (ASPA), a not-for-profit corporation. Advertising and subscription information appear in the box to the right.

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Subscriptions: PA TIMES is published monthly, 12 issues per year. Domestic subscriptions are available at \$50 per year first class delivery. Foreign subscriptions are \$75 per year international air delivery. (Subscriptions must be prepaid, U.S. dollars). Contact Matt Rankin at mrankin@aspanet.org.

Single Copies: of PA TIMES are available for \$1.50 each (1-10) and 75¢ each (over 10). Contact Matt Rankin at mrankin@aspanet.org.

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Impact of Privatization and Government Restructuring

SPECIAL SECTION

We vs. They: Are All HR Functions "In-house" Equally Privatized to the "Out-house"?

Kevin T. Johnson, Thomas F. Seebode

According to some authors several lessons have been learned as governments have ventured into privatization, with one of the most important lessons being the need to conduct a thorough analysis before taking the plunge.

The Transportation Security Administration has been formed-in-law to give the agency the ability to design its own personnel system apart from the General Schedule similar to the Postal Service. Having this authority to design HR, privatization of HR functions can be accomplished much easier. The agency has privatized key HR functions like recruitment, assessment, and selection of new hires, and executive staff members. The traditional General Service Agency self-protections have been avoided.

Governments are then no longer accountable to the constituents, clients and customers as before privatization.

With tighter governmental budgets and the political stances of no new taxes, privatization has become the alternative of choice. The reward of governmental efficiency is of course, a reduction in budget allocations continued fiscal accountability. Alas, seldom do these apparent savings meld into tax reductions.

Should all HR functions be "in-house" and,

if not, what functions should go "out-house"? "Privatizing Personnel: Outsourcing Public Sector Functions," was somewhat incompletely addressed by author Wendell C. Lawther. He noted "there are core competencies that should remain as part of the HR department," and discusses five functions often out-sourced:

- **Compensation and Benefits** (Employee Assistance Programs and Cafeteria Benefits)—frequently outsourced
- **Staffing** (flexible staffing)—some interest in temporary staffing firm services
- **Compensation and Benefits** (Payroll)—sometimes outsourced.
- **Compensation and Benefits** (Salary Surveys)—sometimes outsourced.
- **Professional Consultants**—such as Labor-management experts for specific advisory functions.

However, he does not list the departments not to privatize. He does admonish, "performance appraisal is a function that should not be out-sourced as it is the "essential part of the long-term employee-employer relationship." Also, he adds that such cities as Charlotte, NC, have provided training to employees to re-engineer their jobs to make them more "productive and competitive." He concludes with the need for an in-house HR manager in all cases to be a "contract administrator."

There is much more to consider in privatization of other classic governmental HR functions:

- **Equal Employment Opportunity, Affirmative Action, and Diversity Programs (including specialized Americans with Disability Act programs).** This function is often the basis of lawsuits emerging from or based on the effectiveness of the incumbents.

Government, far more than the private sector, has responsibility to flawlessly meet the challenges of these law-driven functions. Senior managers of governments are unlikely to be comfortable with out-house advice from contractors without in-house advice from trusted employees. Out-house advice is likely to receive the welcome of an Inspector General or interrogatory. Lastly, management loses the prerogative of solving-the-problem and will be closer to adverse publicity, the bane of all government.

- **HR planning.** This function is necessarily hostage to the quality of strategic planning by the senior management of the governmental jurisdiction. Organizational development (strategic planning) contractors often are hired to facilitate in-house planning sessions but seldom write the final paper of goals, objectives, and follow-up requirements. HR planning is a necessary function but it warrants the scrutiny of in-house politics, something lost in outsourcing. This function is not recommended for outsourcing.

- **HR recruiting and examination.** These functions are likely candidates for outsourcing. There are established private firms that can be most effective in these functions. No longer does the rule-of-three selection process structure the personnel selection process in most county, municipal, and regional consolidated special governmental agencies (independent school districts, ports authorities, inter-county industrial alliances, and councils-on-governments).

It must be noted that whoever writes the job descriptions and job specifications is instrumental to the process of employee selection. Additionally, meeting the political demands of government and various management levels make this better as an in-house function.

- **HR selection.** This is a line operational decision or should be so. Accordingly, this function should be reserved for in-house decisions. This function can be delegated to line managers.
- **HR staffing, manpower position management and classification management (and possibly job descriptions and job specifications).** This is a must in-house function.
- **HR training and development (including education).** Recurring training can be outsourced and likely should be. Development, career-management, and in-house education programs for employees can be outsourced. This is a likely candidate for outsourcing.

There also are such programs as on-the-job training and internships that warrant in-house management. Selection of candidates or management of long-term education reimbursement and full-time degree attendance for long-term certifications and employee improvement should remain an in-house function.

- **HR special programs (including requests for proposals [RFPs] and HR**

contracts administration). These are a must to keep for in-house management.

- **Grievance Resolution and Ombudspersons.** likely this is a must for in-house management.
- **Union Management Relations.** This is primarily an in-house function but out-house (outsourced) consultants often are needed—even on a retainer basis.
- **HR Legal (General Counsel).** Management and General Counsels are likely to want the HR attorney on their in-house staff except in small governments. Certainly, specialists can be outsourced or placed on retainer.
- **HR Records.** This can be delegated to the line operations functions, but this function requires some HR in-house review, inspection and quality determination.
- **HR finance transactions (records, travel and reimbursements).** These functions can be outsourced but fiscal and fiduciary responsibilities remain in-house.

Certainly, these recommendations are made in addition to skepticism that contracting-out, outsourcing, and privatization are seldom as cost saving as extolled. With the willing commitment of senior management to lose flexibility and demand-response time, many of the above functions can be delegated.

It must be recognized that all employees lose if HR effectiveness is impacted; the reverse also holds; if HR is improved, all employees gain in the work quality of life. Governments have a trust-confidence-accountability to their employees and to the citizens. Integral to this is the citizen demand that government maintain integrity driven ethics that are above reproach.

Benefit distribution and distributive justice must remain fair, even if not equitable, and the decision-making must remain impersonal. In a federalized system of government there are many intergovernmental relationships, interjectorily relationships, and responsibilities to respond to governmental requirements up and down the various levels of governmental programs in operation.

Human resources spans all employees. Altering traditional chains of command may be tempting at first view, but there are likely externalities and internalities that warrant pointed discussion before the outsourcing decision. Caveat emptor.

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This article is rewritten from a longer article presented before SECoPA 2004.

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Impact of Privatization and Government Restructuring

SPECIAL SECTION

Balancing Democracy and Efficiency: Business Improvement Districts in the U.S. and U.K.

Jonathan B. Justice, Chris Skelcher

Business improvement districts (BIDs) are an increasingly popular institutional design for efforts to revitalize older business districts throughout the world. They privatize the management of public space, but also have a quasi-governmental character. Like special assessments, they raise funds from and provide benefits to the owners and occupants of a precisely specified area. Like special districts, they deliver services over an extended period of time as determined by a nominally independent elected or appointed board.

There are intense debates about BIDs. For advocates, the value of BIDs is in remedying mis- and nonfeasance by local governments by putting business people in charge of their own fate. In the eyes of critics, BIDs are a form of privatization that privileges narrow business interests at the expense of public access and the legitimacy of democratic governance.

Balancing the public interest in democracy and the private interest in efficiency and effectiveness are at the heart of the debate about BIDs. They face fundamental questions about what European public administration scholars are now calling 'democratic anchorage'—the connection between quasi-governmental institutions and systems of representative democracy. This requires us to think about:

- **Legitimacy**—How are BIDs given the authority to act by citizens, business people, and local governments?
- **Consent**—How are the proposals of the BID's management deliberated and resolved? At what point do these involve wider stakeholders?
- **Accountability**—How do the boards of BIDs report their performance, and what are the mechanisms to reconfirm or revoke their mandate to act?

It is a fruitful time to reconsider these issues given the United States' 30-year experience with BIDs and the considerable variety found in their institutional design. This reconsideration is given greater weight because of the renewed concern by city governments to engage citizens in determining the future of their neighborhoods and communities, a principle that BIDs might seem to contradict.

To get some perspective on the issue, we have compared the United States' experience with recent developments in the United Kingdom. This comparison offers some helpful insights for the United States, despite differences in the organization and funding of government, and enables us to draw out implications for citizens, city governments, and businesses

BIDs—How Did We Get Here?

BIDs in the United States emerged from the urban traumas of the 1960s and 1970s. This was a period of pessimism for traditional business districts, as they confronted the effects of suburbanization, changing tastes in shopping associated with sanitized retail malls, and public and private disinvestment. In the context of the 1980s "fend-for-yourself" federalism

and fiscal stress, BIDs became a popular, albeit often controversial, approach to mobilizing resources and cooperation to support commercial revitalization efforts. Hundreds of BIDs were created based on the model pioneered in Canada.

The archetypal BID is a commercial district in which supplemental services such as promotional campaigns, sidewalk cleaning, decoration, and security patrols, are funded through special assessments on designated properties collected by local governments, and managed by nonprofit corporations controlled by the assessment-paying property owners.

In the United Kingdom, it was not until 2003 that legislation enabled BIDs to be created. The driver was the apparent success of American BIDs in responding to "crime and grime" and the apparent effectiveness of business-sector leadership of BIDs in securing both improved public services and legitimacy among assessment payers.

The use of public revenue-collection authority to support privately managed revitalization efforts was driven by the wide spread belief amongst UK public servants and politicians that working in 'partnership' with business was a way to achieve this. Local governments and businesses have responded enthusiastically, and about 30 BIDs were created in the two years following the legislation.

The Devil in the Details

The development of BIDs in the United Kingdom gives a perspective to reconsider the approach adopted in the United States, and particularly to reevaluate the connection—or lack of it—between these business-led bodies and the wider democratic governance of the community.

It is precisely the right time to do this, as cities and neighborhoods struggle with finding new ways to govern themselves that enable the inclusion of diverse publics. Current charter reform processes and experiments in neighborhood and e-governance give a glimpse of the potential. BIDs cannot stand outside this process.

The comparison between United States and United Kingdom BIDs is worthwhile because of the similarities and differences between the two initiatives. Both are intended to solve broadly similar problems and share a presumption of the private sector's greater effectiveness and efficiency in such commercial revitalization.

However, there are significant differences in the institutional design of BIDs. This gives the opportunity to consider how these differences impact on BIDs' democratic anchorage into the community's wider governance. This involves considering the mechanisms for legitimacy, consent and accountability outlined above.

We start by considering how BIDs' legitimacy—their authorization to act—is created. In the United States, a majority of states' enabling statutes provide a leading role for businesses in organizing BIDs, but generally permit local governing bodies to reject BID petitions and proposals at their discretion. U.S. statutes most commonly

require or permit stakeholders' petitions to serve as a necessary step for designating BIDs, before local governments designate BIDs.

So, in the United States, legitimacy generally comes from business and property owners' initiatives combined with the acquiescence of local governments. (Less commonly, some statutes permit designation of BIDs by local government discretion, some provide for interested private parties to protest proposed BIDs, and some require referenda on BID proposals.) In the United States, then, businesses typically lead the creation of BIDs, but only with the permission of local governments.

The U.K.'s statute introduces greater constraints on local authorities' discretion. Businesses may still mobilize to vote on the proposal for a BID, but there is a high bar for legitimacy. BIDs can be created only after a referendum has been approved by a majority of voting stakeholders, who must also hold a majority of the property tax value of the BID's jurisdiction. Local authorities are compelled to conduct BID referenda on being presented with a valid BID proposal by authorized business representatives, or

if they choose to promote a BID arrangement on their own initiative.

There are also certain conditions under which local authorities are permitted to veto proposed BIDs. These include major conflicts with previously established policies or disproportionate and inequitable allocations of the costs of a BID. The U.K. approach places greater weight on assuring legitimacy amongst the business community, but also gives the local authority some power to safeguard the wider community's interests.

The second point of democratic anchorage is consent—the way in which decisions are authorized. BIDs serve as sub districts within larger jurisdictions. They bring additional services, supplementing rather than substituting for regular municipal services.

To assure consent, the formulation of explicit baseline services agreements between BIDs and local governments is a widely advocated practice in both countries. The selection, planning, and management of those additional services is generally led by business stakeholders, while coercive authority, including the

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Impact of Privatization and Government Restructuring

SPECIAL SECTION

Government Restructuring: Merging Two Organizations into One

Sue Ann MacBride

On August 3rd, 2005, a Defense Department agency launched a new facilities management division (FMD) from a merger of two previous organizations. The parent agency saw fit to merge these organizations to realize cost savings from divisions that were delivering similar services to the same customers. For this new organization to succeed the leadership had to figure out how to combine the similar functions but very different processes of the previous organizations into one business framework, align that framework with the parent organization, manage that unified framework and measure its performance.

This case study presents the steps the FMD leadership took to stand up the new organization, achieve their performance management vision, and deliver on their expanded mission.

- Combining three organizations into one organizational structure
- Building a business framework depicting relationships among customers, processes, outputs and outcomes.
- Developing performance metrics for business-line managers to run their daily

operations including weak areas like client satisfaction, workforce development, and worker safety.

- Prioritizing metrics for further development, and creating an action plan.
- Comparing performance metrics to those used by public and private organizations with similar missions.
- Aligning business line metrics to outcomes to show that managers are measuring the "right things".
- Aligning outcomes across business- and service-lines and with the Headquarters organization

Prior to the merger, the existing facilities divisions provided the same services such as facilities sustainment, utility and energy management, and vehicle and equipment support to their customers, various military organizations occupying the facilities. There were three key differences between the pre-existing divisions; service delivery method, project size and organizational structure.

To deliver services, one division deployed on-staff engineers and mechanics, while another division contracted out those services. The first division handled small-dollar, short-term projects whereas the

second managed large-dollar, longer-term projects. The first division was structured geographically with every department offering the same set of services to local facilities while the second division was organized according to business lines that cut across geographies.

Upon merging, the first decision leadership made was how to structurally combine these organizations. Marrying the geographic structure of the first division with the business line context of second produced a highly-matrixed organization chart. In a survey of FMD managers and leaders, respondents cited cultural and other barriers to the success of this new structure including:

- An "us vs. them" mentality at several levels
- Being stuck in an old paradigm
- Lack of communication throughout the organization, especially about new roles and responsibilities
- The matrixed model not fitting with a military, command-and-control culture.

After settling on a new organization structure, leadership needed a revised business framework showing alignment among internal processes, products and services, customers and desired outcomes.

Here, outputs of CI's resource management process promote the optimization of resources by distributing hours and funds for construction projects to people in the business lines and payroll managers. Likewise, the mentoring and training requirements that CI provides to integrated product teams through their Community Management process, increases engineering expertise and skill levels which drives faster and more efficient services to customers.

Looking across all business and service lines depicted in the framework, FMD leaders noted a strong pattern of shared outcomes in the following six categories:

- Satisfied customers
- Delivery on-time and on-budget
- Cost efficiency
- Quality work
- Resource use consistent with mission
- Problems do not occur again

The primary benefit of a framework like FMD's is clear "line of sight" relationships between and among business elements. This type of framework also promotes standard definitions for use in budgeting, performance measurement, and reporting, improved integration and communications between organization units, and a shared understanding of roles and responsibilities. Lastly, business- and service-line (BL and SL) managers can easily align performance measures to elements in any swim-lane of the framework, and know that they are measuring the right things.

Following the first framework effort, FMD had to determine how to measure and report the performance of the new organization without being overwhelmed by the reams of existing performance data

coming from the previous facilities divisions. An initial examination of performance metrics at FMD found issues of focus, "right-ness", and use of metrics.

- Metrics are too inwardly focused, and need to include client needs and feedback
- Metrics are highly influenced by organizations up the chain-of-command
- FMD needs quality metrics for Operations that reflect cost, schedule, and quality
- Reports do not include lessons learned from metric results.

The issue most often cited by survey respondents was that managers were not using performance information to make decisions and improvements. One leader noted that, "FMD is consumed by reporting data, admiration of the metrics, looking but not deciding." Another participant said managers needed to, "peel the onion back when looking at metrics, and ask, 'Why is the data that way?, What is the underlying cause, and what is the implication of the data?'"

In order to assemble appropriate metrics for the new organization, the first step for FMD was to articulate a new performance management vision; in other words, how and why they were going to measure their performance data. The result was a statement that directly addressed the issues they were encountering with the old metrics; too many metrics, a lack of customer focus, and non-use of the data.

The second and more challenging step for the Division was operationalizing this vision. The Business Management Office (BMO) began by asking all BL and SL managers to identify their current and desired metrics, assess the maturity of those metrics, and prioritize them for short- and long-term development.

"Current metrics" referred to the existing metrics managers were reporting and/or using. "Desired/future metrics" referred to metrics managers wish they had or were in the process of developing in order to run their business/service line. Maturity assessments were made on a scale of one to five against the following criteria:

- **Definition:** Specificity of metric description.
- **Data availability:** Existence and accessibility of data/data sources.
- **Baseline Indicator:** An initial measurement has been taken.
- **Calculation:** Business rules for computation exist.
- **Success Threshold:** A target level of performance has been set.

Across all business and service lines, maturity results showed 72 percent (n=86) of current FMD metrics were fully mature (a score of 5 out of 5), and gaps existing in 34 metrics. Some maturity scores were revised based on subsequent discussions which reduced the number of fully mature metrics from 86 to 64 (54%).

The next step required FMD to prioritize

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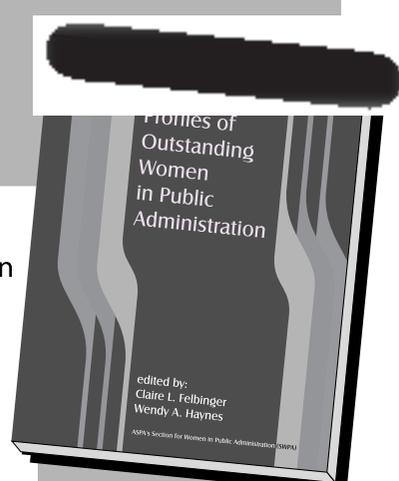
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Edited by
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See RESTRUCTURING, pg. 7

Aspen Institute Report Calls on Government, Media to Improve Disaster Communications Preparedness

Washington, DC—The Aspen Institute Communications and Society Program (C&S) issued a new report today calling on government and media leaders to reexamine their approach to communications during a disaster. The report calls on government to provide more accessibility for the media and transparency to the public, and calls on media to take advantage of new technologies and forge new partnerships to strengthen their ability to communicate quickly, accurately and effectively with the public during a disaster.

The report, "First Informers in the Disaster Zone: The Lessons of Katrina," written by George Washington University media expert Albert L. May, is drawn from the experience and insights of 24 leaders from journalism, new media, homeland security, and disaster response organizations who gathered for the Aspen Institute Conference on Disaster Communications on May 17-19, 2006.

The new report details the communications successes and failures experienced during Hurricane Katrina and, to a lesser extent, September 11, from the perspectives of people who were intimately connected to the gathering and dissemination of information during these two events. Among their observations:

- The disaster environment created a new cadre of "first informers" that introduced

fledgling players in crisis communication who enhanced the amount of information and increased the number of sources, challenged the old gatekeepers of government and the traditional media, and exacerbated the pre-existing problem of sorting out truth amidst chaos.

- Planning for disaster paid off, and spontaneous collaborative efforts among commercial rivals and different media platforms underscored not only the value of such combinations and content-sharing but the need to coordinate and plan both.
- Distrust between media and government remains, and trust-building depends on mutual recognition of institutional limits and shared responsibility to a common constituency.
- Media and government need to pursue innovative strategies to find "teachable moments" when messages of personal preparedness are likely to penetrate public attention—particularly among members of minority and disadvantaged populations, with whom building trust also is critical.

"First Informers in the Disaster Zone" summarizes the profound changes that are taking place with regard to how people get information and communicate with one another," said Walter Isaacson, President and CEO of the Aspen Institute.

"The lessons of Hurricane Katrina and 9/11—what went right as well as what went wrong—should serve as a wake-up call to media professionals, government officials, and community leaders. The public is better served during times of crisis when there is openness and dialogue between government and media, between old and new media, and between media and the community."

The report offers ideas for improvement focusing on three main areas: promoting greater openness and transparency on the part of government, fostering collaborations between traditional competitors in the media, and leveraging opportunities to bring together journalists, disaster response professionals and citizens in drills, tabletop exercises and similar exchanges to build trust and knowledge in preparation for the next big disaster.

One initiative of the conference is already underway in Los Angeles—a wiki created by news director Robert Long of KNBC/NBC 4 to invite discussion, collaboration and enhanced planning on gathering and broadcasting news in the disaster-prone L.A. area (www.losangelesdisasterresponse.com/wiki/).

The 2006 Conference on Disaster Communications included the participation of leading journalists, federal government officials and senior-level executives

from media and charitable organizations. These included George Foresman, undersecretary for Preparedness at the Department of Homeland Security (DHS), as well as senior-level representatives of the Preparedness Directorate of DHS, FEMA, the American Red Cross, the Centers for Disease Control and Prevention, CNN, Yahoo, Hearst-Argyle Television, The Weather Channel, *New Orleans Times-Picayune*, WWL-TV in New Orleans, NOLA.com, KNBC/NBC4 in Los Angeles, the *Afro-American Newspapers*, the Radio Television News Directors Association, the Dart Center for Journalism and Trauma, Reporters Committee for Freedom of the Press, the Ford Foundation, two former Bush White House spokespersons and several new media experts.

The document is author Albert May's assessment of the general sense of the group, recognizing that not every participant agrees with each statement. The presence of government officials and other executives at the conference does not imply endorsement of the findings or proposals by their organizations or employers.

The report is available online at <http://www.aspeninstitute.org/c&s> or by contacting the Communications and Society Program at (202) 736-5818 or at mmenon@aspeninstitute.org.

Despite Claims of Best Health Care in World, U.S. Lags

From HEALTH CARE, pg. 2

U.S. health care is financed, organized, and delivered. A better-coordinated system of care that is accessible to all would save lives and billions of dollars, according to the Scorecard. For instance, if everyone with diabetes and high blood pressure had their conditions under control at rates achieved by the top performing health plans, \$1 billion to \$2 billion dollars and an estimated 20,000 to 40,000 lives could be saved each year.

Efficiency Scores Low

Efficiency scores were generally low, pulled down by indicators of over-use/waste, poor access, and cost/quality variation. There is a twofold variation across states in admissions to hospitals for conditions that could have been prevented with good access to care in the community.

The overall low score for efficiency also reflects the fact that the U.S. is far behind other countries in use of electronic medical records (EMRs) and has much higher insurance administrative costs. Seventeen percent of U.S. doctors used EMRs compared to 80 percent in the top three countries as of 2000/2001 and recent U.S. studies indicate slow dispersion. U.S. insurance administrative costs as a share of total health spending are more than three times rates of the best performing countries and well above the next highest country rate. The United States spends 7.3 percent of national health expenditures on health administration and insurance, compared to about 2 percent in France and Japan and 5.6 percent in Germany.

Additional scores and highlights from the report include:

Quality: Overall Score 71

- Despite documented benefits of timely preventive care, only half of adults (49%) received preventive and screening tests according to guidelines for their age and sex.
- In the top performing hospitals, 87 percent of patients who have suffered heart failure are sent home with written instructions and educational materials—in the lowest performing hospitals, only 9 percent of heart failure patients receive this information.

Access: Overall Score 67

- One-third (35%) of adults under 65 (61 million) are either underinsured or have been uninsured during the year.
- As of 2005, one-third of adults (34%) under age 65 has problems paying their medical bills or have medical debt they are paying off over time.

Efficiency: Overall Score 51

- National preventable hospital admissions for patients with diabetes, congestive heart failure and asthma (ambulatory care sensitive conditions) were twice the level of the best (lowest) five states.
- Annual Medicare costs of care average \$32,000 for patients with diabetes, congestive heart failure and chronic lung disease, with a twofold spread in costs across hospital referral regions.
- The percent of U.S. patients reporting duplicate medical tests or that

records/test results were not available at the time of their appointment was double or more the benchmark rates in a six-country survey.

Equity: Average Score 71

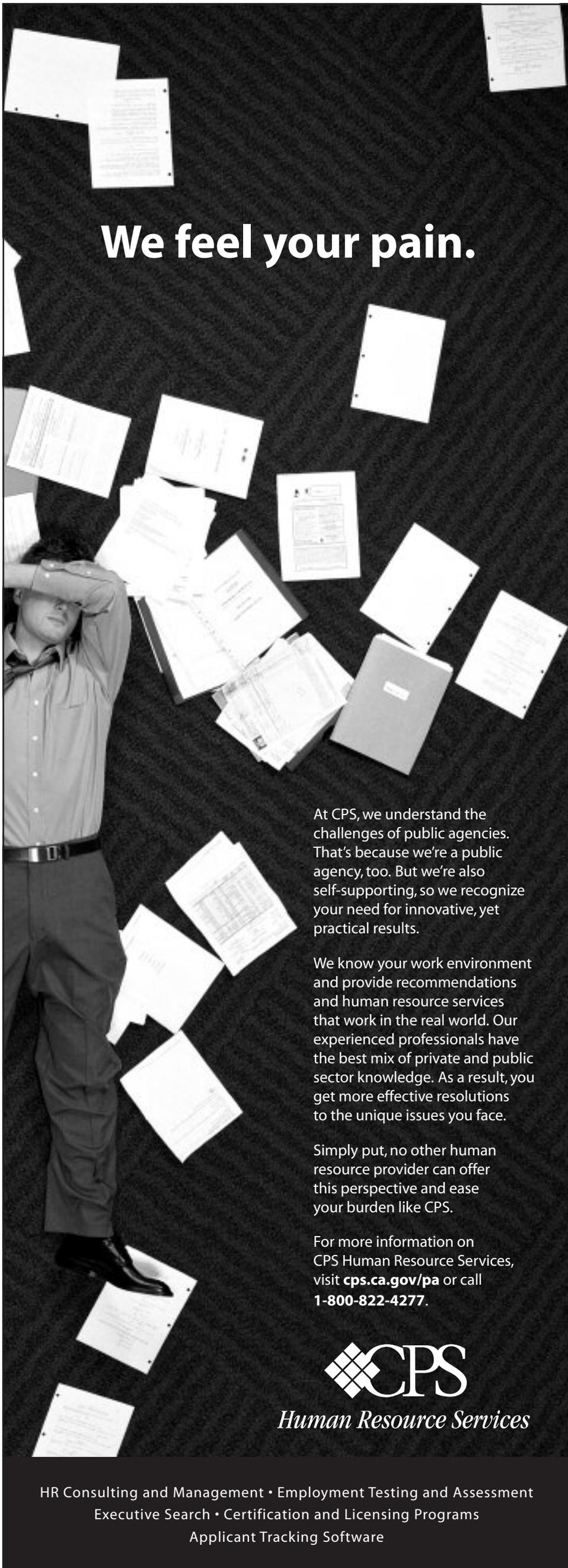
- On average, low-income and uninsured rates would need to improve by one third to close the gap with high-income and insured populations.
- Overall, it would require a 24 percent or greater improvement in African American mortality, quality, access, and efficiency indicators to approach benchmark white rates. Black mortality rates are much higher for heart disease, diabetes, and infant mortality and blacks have significantly lower rates of cancer survival.
- On average, it would require a 20 percent decrease in Hispanic risk rates to reach benchmark white rates on key indicators of quality, access, and efficiency. Hispanics are at particularly high risk of being uninsured, lacking a regular source of primary care, and not receiving essential preventive care.

"Despite claims to having the best health care in the world, the Scorecard provides evidence that the U.S. often lags behind other countries and quality varies widely depending on where you live and whom you see for care. The poor overall score for U.S. health care is a result of the fragmented, uncoordinated, and inefficient way we deliver health care in this country," said Commonwealth Fund President Karen Davis.

More information may be found on the Commonwealth Fund website at <http://www.cmf.org>.

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Strategic Alignment and Performance Management are Key

From **RESTRUCTURING**, pg. 5

immature metrics for development. Answers to the following four questions were combined with maturity scores to determine the development priority of each metric.

- Are you required to report this metric up the chain-of-command?
- Do you use this metric to make business decisions?
- What are your top three-to-five metrics?
- Is this metric of interest to the executive level?

Once the 55 immature metrics had been prioritized for development, the BMO could assemble an action plan containing itemized development actions for each metric. FMD's plan contains development tasks in six categories that correspond closely to the maturity criteria.

- *Automation:* Metric requires development of a system or application.
- *Process:* Metric requires identification of and agreement to a series of steps or tasks to be reported.
- *Data:* Metric requires precise and accurate information elements to produce a valid and reliable measurement.
- *Baseline:* Metric requires an initial measurement.
- *Definition:* Metric requires a precise and agreed-to description to be consistently applied.
- *Owner:* Metric requires assignment of accountability to be consistently reported.

Following the action plan, the BL and SL managers brought their metrics full-circle by aligning them to elements of the business framework produced at the start of the effort. During the mapping exercise, metrics found to be unalign-able indicated to managers that their frameworks were missing one or more elements, or they were measuring the wrong things, so adjustments were made to both frameworks and metrics.

At this stage, it was important for both FMD managers and leadership to understand that metrics are not static, and that the alignment of metrics to framework elements represented what was happening in any business- or service-line at a certain point-in-time. For example, the Acquisition service-line is currently focused on maintaining a stable, skilled staff and complying with regulations, so a

large portion of their current metrics are aligned to these outcomes. When FMD executives feel these areas have been adequately addressed, Acquisition's metrics and their distribution around the framework will change.

Amidst this internal effort, FMD also took the time to look outside of their own organization to others with similar functions for industry-standard metrics. FMD did not limit their search to just Defense or other federal agencies, but expanded the field to include non-profits and industry associations. Their source organizations included the Construction Industry Institute, American Productivity and Quality Center, University of Washington, and Massachusetts General Hospital in addition to more likely candidates such as the U.S. Army Installation Management Agency, U.S. Marine Corps, GSA, and OSHA.

Again, the BMO compared metrics used by these organizations with FMD's metrics ascertain the degree to which FMD was employing industry standard metrics. The BMO found that about one-third of FMD's metrics coincided with those used by their source organizations. The BL and SL managers are now considering these industry standard metrics for adoption into their performance management system.

At present, FMD is in the process of developing a data warehouse that will collate and automate all performance metric data for desktop access, use, and reporting by FMD leadership and managers. Currently, BL and SL managers invest significant time and effort collating performance data, not all of which is valid and reliable, from various systems and hand-made spreadsheets, in order to report results to executives and headquarters.

The data warehouse will automatically collate and report performance data as needed, and make real-time, reliable data widely available across the organization, so managers can better spend their time making decisions and acting on the information.

This foundation of strategic alignment and performance management that FMD built will support improvements to collaboration and decision-making at all levels of the organization. Other agencies can learn from and use the techniques that enabled FMD leadership to stand up a new organization relatively quickly and manage its performance, with minimal disruption to customer service.

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INSIGHTS ON STRATEGIC MANAGEMENT by CHRISTINE GIBBS SPRINGER

Organizational Motivation

Christine Gibbs Springer

One of the greatest challenges today for public managers is to keep workers motivated and organizations energized. A recent survey of workers found, as an example, that as many as 50 percent of workers admitted that they only put enough effort into their work to hold onto their jobs. 84 percent said that they could work better if they wanted to. True organizational motivation, requires leadership, good communication and the fixing organizational flaws.

First, it is important to discover the flaws in organizational systems that are demotivating employees and to eliminate them. For example, if reward systems reward speed over safety, then employees are not motivated to work safely and those unclear and conflicting expectations should probably be eliminated. At the same time, elements that motivate employees should be added such as improved delegation of authority.

Traditional motivation programs such as bringing in an inspiring speaker usually create an instant surge of motivation which soon dissipates. Successful organizational motivation requires that a new work structure be created which naturally leads employees to be and to remain motivated.

Common work demotivators are rarely the result of explicit wrongdoing and more often the result of normal operating practices whose negative influences on employee motivation goes unnoticed or underestimated. These demotivators include things like office politics, unclear expectations, unnecessary rules, poorly designed work processes, unproductive meetings, lack of follow-up, internal competition, withholding of information, overcontrol, underutilization, and being forced to do poor quality work.

In order to foster long-term, sustained motivation, organizations need to inspire employees to be self-motivated rather than being externally rewarded by things like pay and promotion.

This is possible by focusing on eight human desires shared by everyone at work and building in positive work conditions that target those desires. As an example, people want to be active and involved at work so that when their work is active, fun and has variety, they remain motivated. People feel better about themselves when they have a sense of "owning" their work so that when they feel that they have a stake in the organization's success and have choices in how they perform their work, they remain motivated.

People want to have some control over their destiny so that when they are given responsibility for their work and given leadership opportunities, they remain motivated. People like to interact and socialize with one another so that when they are offered opportunities to socialize and use the power of teamwork, they remain motivated.

People like to feel competent in what they do and to become better so that when they are given learning opportunities and their hidden strengths are recognized, they remain motivated. People want to be successful at what they do so that when they are encouraged to improve and

challenged to stretch in their jobs, they remain motivated. People want to feel that they are appreciated so that when they are encouraged and recognized for what they do, they remain motivated. People want to believe that they make a difference, however humble, so that when what they do is shown to have some significance, they remain motivated.

Organizational motivation requires leadership because it usually amounts to breaking with tradition and involving employees in changing processes. For example, one federal employee that I interviewed this year described how in 2005 a new manager for a field office found that the office was not running as efficiently as it needed to be and that the most fundamental problem was that none of his predecessors had ever articulated to the staff what the organizational culture or priorities should be.

In addition, some of the divisions in the office were too large to effectively manage processes and as a result relationships with external entities had deteriorated. The new manager first sat down with those he was working with and listened to what they had to say about the situation. He then proceeded with an office-wide reorganization using an employee team to evaluate what needed to be done and to oversee transition. The manager delegated to the team the authority and responsibility to define the organization's guiding principles. The following is what the team came up with:

The Office is committed to uphold in all that we do and the principles for which are to be held accountable, not only among ourselves, but also by the public. Now and in the future, it our honor and pleasure to serve as steward of the lands that we manage.

We Believe In ...The Joy of stewardship of the Incredible Public Lands...

Participative Management and Collaboration...Recognizing and Celebrating Accomplishments... Individuality, Diversity and Creativity.

We are...Devoted to our Mission... Professional and Focused on our Goals...Proactive in Thought and Action...Supportive and Understanding

We Act With...Integrity and Fairness... Open and Direct Communication... Respect and Expect the Same in Return

We Promote...Safety First...A Positive Outlook and are Motivated to Go Above and Beyond...An Enthusiastic and Friendly Environment.

Less than one year after his arrival, the reorganization continues with employees and superiors admitting to greater motivation in what they do after having overcome two principal barriers: money and interpersonal relationships. Staff roles and authorities have been clarified and the organizational culture is more open with staff communicating not only with one another but also with the manager and external entities about what is working and what needs to be done.

The manager is viewed by both his employees and his superiors as a leader



who was and is open to suggestions but also decisive about what needed to be done and willing to take responsibility for transforming the office into a more effective entity.

Cases like this one demonstrate the importance of open, positive and

interactive communication to organizational motivation. Lack of communication is a root cause in most organizations for half of the demotivators mentioned earlier. Communication done right is one of management's key motivational tools. It is important that communication be open so that employees know who to ask when they don't understand something rather than perceiving it as a threat.

It is important that it be frequent and prompt so that when something important happens, employees don't have to rely upon the grapevine to hear about it. It is also important that communication be interactive so that employees know management is truly interested in feedback.

This sometimes means drafting meeting agendas after input from employee participants, selecting communication coordinators to improve communications between senior management and departments or even having an e-mail hotline direct to or electronic discussions confidentially with the CEO.

Organizational motivation depends first and foremost on the organization's capacity to engage and involve employees as well as to fix processes so that objective evaluations are a critical part of the success. As the federal manager in the case study cited earlier did, this evaluation involves measurement and feedback with employees being involved in developing the measures on which they will be evaluated and with their having the ability to self-measure their own performance demonstrating the trust and esteem with which they are held by the organization.

This does not mean that when employees do something wrong, normally negative feedback cannot be used to the organization's benefit. To do so, organizations find that they:

- Correct employees only when it helps to improve future performance and when it happens not months later,
- Give negative feedback privately and focus on the solution not the problem, and
- Close the discussion on a positive note and they recognize progress whenever it occurs.

ASPA member Christine Gibbs Springer is principal with Red Tape Limited in Las Vegas, NV, and a former ASPA president. Email: cggs@aol.com



2007 Founders' Forum Fellow Nominations Now Being Accepted

The 2007 ASPA National Conference of the American Society for Public Administration in Washington, DC will again feature a program to attract students to the ASPA conference. Founders' Forum Fellowships will be awarded to full-time undergraduate or graduate students studying in any field relevant to public administration. Students awarded fellowships will have the general conference registration fees waived, attend full conference activities and events, and receive a student electronic membership, where applicable.

ASPA members, Chapters, and Sections may nominate students for an award. All nominations must be received at ASPA headquarters by November 17, 2006. Student nominations from colleges/universities in Gulf Coast states still experiencing the devastation of Hurricane Katrina are especially welcomed.

Mail or fax (202-638-4952) the completed nomination form with statement of support to 2007 Founders' Forum Fellows c/o ASPA, 1301 Pennsylvania Avenue NW, Suite 840, Washington, DC 20004 by November 17, 2006.

For more information visit www.aspanet.org

INSIGHTS ON HUMAN RESOURCES by BOB LAVIGNA

Recruiting Talent Into Government - The Future is Now

Bob Lavigna

"... government is always going to be able to fill vacancies. The more important question is whether we can fill them with talented and committed people with the skills we need."

"Every single professional in our organization ... is involved in recruiting."

"Don't give me excuses - just make it work!"

"You have me now, but you may not have me in two years."

These are just a few of the comments heard from participants at two recent events designed to help government agencies help recruit talent, especially from our nation's colleges and universities. In my last column, I wrote about why public agencies must do a better job recruiting the "best and brightest." I cited the results of a recent survey of more than 3,600 college juniors and seniors showing that almost half (42 percent) are "extremely" or "very interested" in working for the federal government. On the other hand, very few (only 13 percent) are "extremely" or "very" knowledgeable about job opportunities. It's not much of a leap to believe that these sentiments also apply to state and local government.

In order to convert interest in public service into actual job applications, government

must do a better job educating students about careers in public service. And then government has to aggressively recruit the top students.

This month, I continue to beat that drum. On October 4, my organization, the nonprofit Partnership for Public Service, hosted a day-long Federal Recruiting Summit that attracted over 120 human capital professionals from more than 50 federal agencies. Then, on October 10, we presented another well-attended program on college recruiting at the annual conference of the International Public Management Association for Human Resources (IPMA-HR). Unlike the Summit, most of the attendees at the IPMA-HR event were from state and local government. This reinforced our belief that recruiting talented people is a front-and-center issue at all levels of government.

What's also significant about both events is that the presentations weren't just made by government HR folks, like many training sessions and conferences. Sure, there were several sessions put on by human capital managers in public agencies. And they were valuable. But, for my money, most useful were these sessions:

- At the Washington Recruiting Summit, a panel of recent government hires gave first-



hand, and unvarnished, opinions about their expectations; their experiences with the hiring process; and their work, their colleagues, and their workplaces.

- At the same event, recruiting managers from two organizations with successful recruiting programs—McKinsey & Company, a leading international consulting firm; and Teach for America—described how they attract top talent.

- At the IPMA-HR Conference, we heard from a faculty member and a placement director from two colleges that are working very hard to help their students find careers in public service.

Both of these venues were unique opportunities for government employers to learn, first-hand, from both their "competition" and their "customers" in the hiring business. So, what did we learn? Here are some of the key themes that emerged from the students, the non-government employers, the university experts, and the public sector speakers.

The future is now for college recruiting. Government is already feeling the leading-edge effects of the imminent retirement boom. Agencies can't wait to feel the full impact of the resulting war for talent. While the greatest losses from retirement will be experienced and senior-level people, government needs to build the talent pipeline from the entry-level up. That means the time is now to build recruiting systems and capability, and develop and nurture recruiting relationships.

Sell the mission of government. Public service offers unparalleled opportunities to make a difference in the lives of the people government serves. This is the real value proposition of public service. Research and anecdotal evidence show that college students (and others too) are attracted by this potential to "do good." That's how we can clearly differentiate public service from the competition in the increasingly crowded job market. It's also important to convey to recruits that they can also "do well" working for government. This means marketing government's competitive starting salaries; work/life balance; and solid fringe benefits such as employer-subsidized health care, flextime and telecommuting, employer matching of deferred compensation contributions, parking and/or transit subsidies, fitness facilities, tuition reimbursement, and even student loan repayment.

Just "make it work!" One message came through crystal clear. College students looking for jobs don't want to hear excuses. They don't want to hear why government agencies don't have specific job opportunities in hand when they come to their campuses to "recruit." They don't want to hear about why government "can't" just let them know what their status is during the hiring process. And they especially don't want to hear all the reasons why it takes government so long to make hiring decisions. Their response - "Don't give me excuses; just make it work." If the public sector doesn't meet the needs of college students who are in the job market, they'll go to the other employers who will.

Workforce planning is the roadmap for recruiting. I've played this tune before, but it bears repeating. A solid workforce plan identifies short- and long-term recruiting needs (e.g., numbers of vacancies, locations, occupations and competencies) and how to meet those needs. The workforce plan also helps allocate scarce resources (i.e., time and money) most effectively. A thoughtful workforce plan also recognizes that changing hiring practices isn't just about process—it's also about changing attitudes and culture.

Just like politics, **all recruiting is local.** High-profile tools like flashy media ads and other marketing materials help raise the profile of government and build the public service "brand." But, the real work of recruiting is done locally by creating long-term relationships on college and university campuses (and elsewhere, including community-based organizations). To build these long-term relationships, recruiters need to understand "their" campuses and then make connections with multiple channels (e.g., Career Services offices, faculty, alumni, and campus organizations). While career fairs are useful, recruiting can't just be a "same time, next year" event. It has to be continuous.

Similarly, **successful recruiting requires a solid "ground game."** This theme is also about the hard, sustained work that builds long-term recruiting success. This means continually communicating with both colleges and candidates; frequently visiting campus (starting early in the school year, not in April); and being able to offer actual job vacancies, not just referring students to agency web sites or telling them to wait until vacancy announcements are issued. According to a recent hire, "I want my potential employer to be at least as interested in me as I am in them."

It's about recruitment, not just selection. As we all know, the days when a government agency could simply post a job vacancy (even on a web site) and then sit back and wait for the flood of well-qualified candidates are long gone. Unfortunately, many government hiring systems were designed to focus on selection, with a goal of identifying the absolutely best candidate—the needle in the haystack of many qualified candidates. Those days are over, probably forever, and we need to focus our resources on attraction, not just selection. That means spending time and money on recruitment. Otherwise, government will be left selecting the "best of the desperate."

We need more than warm bodies. As one commenter put it, "... government is always going to be able to fill vacancies. The more important question is whether we can fill them with talented and committed people with the skills we need." Finding these people means recruiting the best, and then moving them through the selection and hiring process in a timely and efficient way. College students seeking jobs today will wait up to a month for a hiring decision. After that, they're looking elsewhere.

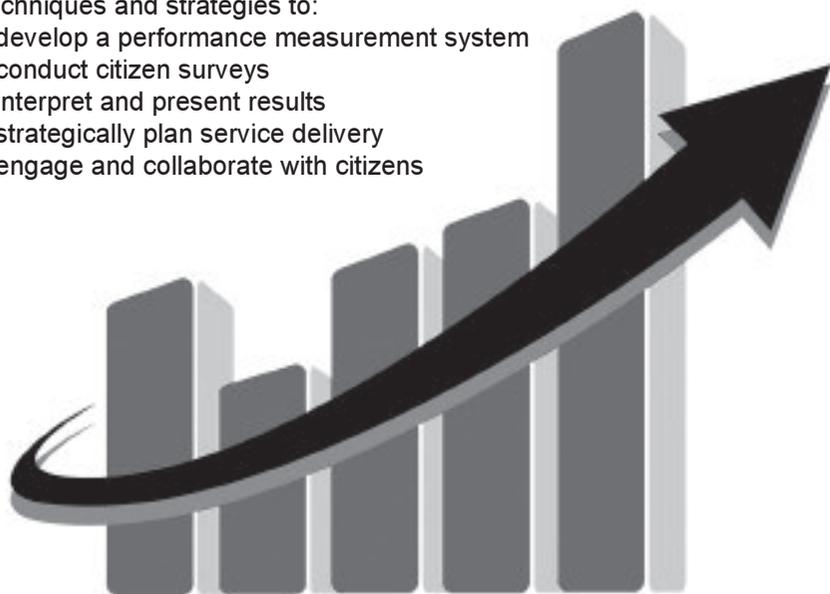
Recruiting is a core function, not a support activity. At McKinsey & Company, "Every single professional... is involved in recruiting." It's not a support activity conducted exclusively by off-line

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Medicaid Spending Near Record Low, State Rev. Rebound

Washington, DC—State revenues increased faster than Medicaid spending for the first time since 1998, according to a new 50-state survey released by the Kaiser Family Foundation's Commission on Medicaid and the Uninsured (KCMU).

The survey finds that an improved economy combined with the implementation of the new Medicare prescription drug benefit has contributed to a 2.8 percent growth rate in Medicaid spending for state fiscal year (FY) 2006—the lowest rate of growth in a decade and the fourth consecutive year in which Medicaid spending growth has slowed.

Positive economic conditions also contributed to a slowdown in Medicaid enrollment growth, which in turn helped reduce spending growth. The 1.6 percent enrollment growth for FY 2006 is the lowest rate since 1999—nearly half the 3 percent growth predicted by Medicaid officials for the year.

Looking forward to FY 2007, the survey finds a handful of states (5) plan to restrict eligibility while over half (26) plan to restore cuts from previous years, expand to new populations, or make positive changes to Medicaid's application and enrollment process. Additionally, states are contemplating new options and implementing new requirements created by the passage of the Deficit Reduction Act (DRA) this year,

although few have used the flexibility to change benefits and cost sharing requirements for FY 2007.

The budget survey of state officials, conducted by KCMU and Health Management Associates for the sixth consecutive year, found that the spending growth of 2.8 percent would have been even lower (1.7 percent) had states not been required to finance a portion of the new Medicare prescription drug benefit via what is known as a clawback payment.

Despite the slowed growth, state Medicaid officials indicate that growing health care costs and the erosion of employer-sponsored health coverage are two reasons that overall pressure to constrain Medicaid spending has not subsided. In fact, based on budgets states adopted for FY 2007, Medicaid spending growth is projected to increase to 5 percent next year.

Medicaid Policy Initiatives for FY 2006 and FY 2007

While cost control remains a priority, state Medicaid officials appear to have moved away from a primary focus on cost containment to a range of priorities including expansions or restorations of eligibility and benefits, improving quality, and changing the delivery of long-term care services. All states implemented at least one cost containment strategy in FY 2006 and 49 states plan at least one for FY 2007. As in previous

years, most cost containment strategies targeted provider rates and prescription drug spending. Balancing the cost control strategies, 49 states implemented in FY 2006 or planned for FY 2007 strategies to enhance provider rates or expand or restore benefits or eligibility.

States are increasingly focusing on three particular areas for change in their Medicaid programs: disease management and quality initiatives to provide better long-term value for program dollars and improve health care for beneficiaries, especially high cost cases, and the enhancement of long-term care services in home and community settings to reorient the long-term care system away from institutional settings, such as nursing homes, when appropriate.

State Reactions to the DRA

With several new Medicaid changes included in the DRA, states are also adjusting their programs to accommodate required changes and contemplating options available via the new law. Over half the states expect the new citizenship documentation requirements effective July of this year to cause a decline in Medicaid enrollment. Most states also expect that the impact on beneficiaries of more stringent asset transfer provisions for Medicaid nursing home eligibility will be "moderate" or "significant," but will have a limited fiscal impact on the Medicaid program.

States have plans to take advantage of new flexibility in the DRA to change their delivery of long-term care services. Two-thirds (34) of all states are moving forward with a long-term care partnership policy to encourage the purchase of private long-term care insurance, applying for a "Money Follows the Person" demonstration grant to increase the use of community versus institutional services, or adopting the cash and counseling option that allows for self-direction of personal assistance services. Several states are utilizing more than one of the approaches.

Few states have yet to take advantage of new flexibility provided in the DRA to change benefits or impose cost sharing in FY 2007. Nine states reported that their plans to pursue a Medicaid waiver were changed after the passage of the DRA. Kentucky, West Virginia, and Idaho (all states that had been seeking Medicaid waivers to change their programs) have used the DRA to change benefits. Kentucky also utilized new cost sharing options. Other states are considering the new options for the future.

The report, "Low Medicaid Spending Growth Amid Rebounding State Revenues: Results from a 50-State Medicaid Budget Survey State Fiscal Years 2006 and 2007," and related materials are available online at www.kff.org/medicaid/kcmu101006nr.cfm

Research on BIDs Still Necessary to Answer Questions

From BIDS, pg. 4

power to levy assessments, is generally reserved to the local governments. Most U.S. BID laws require also at least one member of the entity managing a BID to be a municipal representative, and some require that a resident of the BID area also be included.

The U.K.'s BID regulations provide the greatest flexibility in this regard, by permitting a wide range of organizational forms and even allowing for BID organizations to be controlled by local authorities, or to exclude public representation entirely (both of these extreme cases are only hypothetical, so far).

Nonprofit corporations in the United States, and companies limited by guarantee in the United Kingdom have been the dominant forms of management entity for BIDs, although there have been some variations. Effective voting control of BID-management boards is generally in the hands of the nominal payers of the BID assessments, although the means by which those boards are selected can vary widely, with abundant examples of both membership elections and self-perpetuating formats. Although there are mechanisms for the local government to consent to particular actions of the BID, we have not found examples where this extends to the direct engagement of the wider community in this process.

Finally, there is the question of the accountability of BIDs to their business stakeholders and to local governments. This typically comes in the forms of mandatory financial and operational reporting. The quality of these reports varies widely in the United States. In the United Kingdom, BIDs are likely to provide extensive quantitative perform-

ance reporting and practitioners and stakeholders anticipate much greater financial openness of BIDs compared to their predecessor town center management companies. Sunset provisions, mandatory in many states and in the U.K., are a further measure for accountability and legitimacy.

A major difference between U.S. and U.K. BIDs, that impacts on their democratic anchorage, is that the two countries' BID laws privilege different sets of business actors.

In the United States, BID assessments are, like ordinary property taxes, usually levied on the owners of real property, although in reality they may be passed on to tenants under standard terms of commercial leases. Thus, property owners are generally the legally privileged stakeholders for purposes of BIDs' legitimacy, consent, and accountability.

In the United Kingdom, by contrast, the equivalent commercial property tax and BID assessments are imposed on the occupants rather than the owners of properties. Accordingly, occupants are the privileged stakeholders under the BIDs law, and property owners have no legally mandated role in the creation or operation of BIDs. This may cause problems of both fairness and efficacy, particularly in light of the dominance of many UK BIDs by major chain stores who tend to have less commitment to place.

BIDs and the Future Governance of Communities

Observers of U.S. and U.K. BIDs have noted that their "democracy is dodgy" because of actual or potential imbalances within and between the two classes of business stakeholders, or between those stakeholders and local authorities. But how do residents and other stakeholders fare?

While U.S. BID laws generally grant broad authority for local governments to reject BID proposals, few U.S. BIDs provide significant direct roles for residents or their parent local governments in formulating the operational choices of BID management, except where those residents also happen to be owners of property or businesses within a BID.

In the UK, local authorities are more constrained in their ability to reject BIDs, and have typically had little formal role in governing BID operations. Systematic research on both sides of the Atlantic has indicated that the members of business-led quasi-governments tend to feel little direct sense of accountability to the general public.

Local communities and their elected local governments face a major challenge in securing effective democratic anchorage of BIDs. The growing debate about community involvement in local public policy has not connected with the question of how this can be secured in BIDs or other forms of public-private partnerships.

Some argue that such democratic anchorage is not necessary because the service performance of BIDs is—aneccdotally at least—often deemed exceptional. "If it works, don't fix it" is a sound principle, but we also live in nations (on both sides of the Atlantic) in which the ability to achieve enhanced democratic engagement is essential to improve social cohesion in a diverse society. Business, too, are now more willing to consider questions of 'corporate social responsibility' and being a 'good neighbor' to residents through their hiring policies and support for community organizations.

Public administration scholars can assist this process by giving greater weight to examining how the democratic

governance of communities can be assured where business-led quasi-governments play a key role. This points to the importance of systematic empirical and normative research into BIDs and other local quasi-governmental institutions, informed by methodological development.

The key methodological development is to establish ways of measuring democratic anchorage. We have made significant progress since Woodrow Wilson's day in devising ways to define, measure, and achieve service performance, but little or no evident progress in defining and measuring democratic performance. And without accepted standards of definition and measurement, we cannot know even whether we enjoy a thing or not, let alone how to gain more of it.

Empirical research is necessary in order to know how BIDs and similar institutions respond to and engage with citizens and local governments. And we need normative research so that we can assist policy makers to develop improved ways of connecting the public policy decisions of BIDs and other local quasi-governments with the wider democratic processes in the community.

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This essay is based on research supported by the University of Delaware's General University Research Fund and the UK's Economic and Social Research Council.

FREDERICKSON PERSPECTIVE

A Column by H. George Frederickson

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Repairing Broken Government: The Fix That Dare Not Speak Its Name

H. George Frederickson

Although it sounds like media hyperbole, there appears to be a rather broadly based consensus among serious students of public affairs that American government is broken. This consensus seems stronger with respect to the national government and less strong with respect to American state and local government.

Although this list is brief, here are the top 10 elements of the broken government consensus:

1. The pervasive influence of money in politics;
2. The power of interest groups and lobbyists;
3. Legislative gridlock;
4. The annual deficit;
5. The portion of federal obligations that are fixed and continuing, so-called non-discretionary spending;
6. The growth of earmarked pork barrel spending;
7. Growing corruption;
8. A secure incumbency for many members of the House of Representatives, thanks in part to gerrymandering;

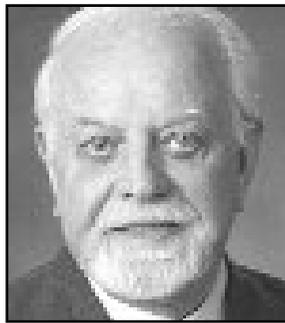
9. Declining regard for the United States (not for Americans) on the part of the citizens and leaders of other countries;

10. Ever more course and shrill partisan politics. It seems that all ten elements of a broken federal government become more evident in the harsh light of an increasingly unpopular war on one hand and anxiety over global terrorism on the other.

Most notable from this list is what is missing.

Missing are contemporary claims, either by elected officials or serious observers, that bureaucracy, ineffective management, or poor policy implementation are central elements of a broken national government. When compared to the serious cracks and fissures in the national government, problems of public management are minor.

These days elected officials get little traction running against the bureaucracy because bureaucracy is not the problem. Because of this lack of traction, politicians are actually running against their electoral opponents and even campaigning on actual policy issues. Can you imagine it! Because the bureaucracy is



now unavailable as a useful opponent, we are seeing the practices of electoral politics in their lowest forms—slogans, character assassination, October surprises, money, money, and more money.

We are witnessing, dear reader, the beginning of the end of the long era of both rhetorical bureaucrat bashing and the literal tearing down of the managerial capacity of the national government. It is everywhere evident that what the country needs most is the restoration of the traditional values of public administration.

We need substantive competence (think Katrina). At the upper ranks of federal agencies we need nonpartisan, nonpolitical officials who are experienced, technically knowledgeable, and managerially capable. We need equally good neutral competence at the middle and line levels of federal hierarchies. And we need a much brighter line, a much stronger firewall, between politics on one hand and the details of agency management and policy implementation on the other. As Kenneth J. Meier once put it, we need a little less democracy and a lot more bureaucracy.

The beginning of the end of the era of bureaucrat bashing comes with one delicious irony.

You guessed it! When one opens the repair kit for broken government what does one find? Voila! Public Administration!

Consider again the top ten elements of broken government. Assuming we cannot take money out of politics, stop gerrymandering, reduce the power of interest groups and lobbyists, or change the base nature of contemporary partisan politics, at least we can do a better job of keeping politics out of administration. We could begin by attempting to amend the Civil Service Reform Act of 1978.

That act added thousands of politically appointed officials to the upper ranks of federal agencies in the name of political responsiveness. Instead we got litmus tests, political mischief, incompetence (think Katrina again), and what Chester Newland calls high level spoils. The Act should be amended to sharply reduce the number of presidential appointees in the upper ranks of administration.

While the Civil Service Reform act of 1978 added a thick layer of political appointees to the upper ranks of federal agencies, the ranks of merit based civil servants were reduced from nearly 3 million to about 1.8 million. From the standpoint of governmental effectiveness, this has been a deadly combination. It is

time to steadily increase the ranks of the civil service.

At the same time that the ranks of the civil service were being depleted, the ranks of the third party bureaucracy were being dramatically increased. As our political leaders promised, the era of big government was over, to be replaced by the era of bigger government. Perhaps for a time, because of the reduction in the ranks of the civil service, elected officials could claim that government was smaller.

Not any more. It is clearly evident that the huge shadow bureaucracy, now thought to be at least seven contract-financed third-party bureaucrats for every one actual civil servant, is the way the national government is doing business. Using contemporary beltway parlance, corporate and nonprofit contractors are agency partners in the implementation of public policy. As Lester Salamon wisely puts it, modern federal public administration is now primarily third party government.

Federal third party government is here to stay and, therefore, the face of federal public administration is forever changed. Over the next decade it is essential that public administration specialists invent the arrangements whereby civil servants and their third-party partners can effectively and accountably implement public policy together.

These arrangements will need to be very much more than simple contract management and agency oversight. The reason public administration specialists, both academic and practicing, must invent these arrangements is that we must insist that such arrangements be arms length from elected officials and politics.

History teaches us that when politics, elected officials, and government contracts are brought together they form seedbeds for favoritism, pork barrel earmarking, and corruption. So making the modern third-party form of federal public administration work effectively is up to us.

What is the fix that will repair broken government, the fix that dare not speak its name? It is Bureaucracy, or, if you have tender sensibilities, public administration.

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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.

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 1-3 correct answers (help is on the way)
- Answers: 1-no, 2-no, 3-yes, 4-no, 5-yes, 6-yes, 7-yes, 8-yes, 9-no, 10-yes.

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Future of Gov. Depends on Recruiting

From **RECRUITING**, pg. 9

staff or by HR. "Candidates want to meet the people they will be working with." That's why McKinsey has a 90 percent acceptance rate when the company makes a job offer.

Agency HR leaders need commitment from top management. The greatest worry and the major need cited by many agency HR leaders is active support from senior leadership. Successful recruiting requires top-level leadership (deeds, not just words), and the backing to commit time and resources.

Use recruiting and hiring flexibilities. Government agencies and workplaces need to be flexible and nimble, and so does the hiring process. There are many ways to hire, and agencies need to use the full range of flexibilities, including tools like internships, fellowships, cooperative education, mid-level hiring, work study programs, noncompetitive and direct hire authorities, student loan repayment options, and scholarships. The increasingly competitive labor market for top talent demands this kind of flexibility.

Work just as hard on retention. As one of the new hires at the Recruiting Summit bluntly put it, "You have me now, but you may not have me in two years." Today's newly-minted college grads expect responsible and meaningful work, and the opportunity to develop and advance. If government doesn't meet these expectations, it will lose these talented young people.

Building and maintaining diversity is everyone's job and requires creativity, flexibility and accountability. Achieving true diversity throughout the organization requires a multi-faceted strategy that

includes workforce planning; reaching out to colleges and other recruiting sources that traditionally have more women and minorities; building the government "brand" beginning in high schools; creating alliances to expand capacity; focusing on retention; and engaging senior leaders, managers and supervisors - and making them accountable.

Develop and use metrics. Employers need to rigorously and quantitatively analyze recruiting and hiring activities and results. Along with metrics like time to hire, agencies should know how much it costs to hire, and how effective recruiting is. How often are top candidates accepting offers? How many candidates are lost because the process takes too long? Are agencies losing talented people to attrition soon after they're hired? If so, why? And, government agencies we need to use the data to continually adjust and improve. At Teach for America, the approach is to, "Find the right people, find the right strategy, find a way to measure progress, and be open to course corrections."

Recruiting new talent into government is too important not to do right. The people hired today will become the leaders of government tomorrow. That's why it's no exaggeration to say that the future of the public service depends on whether public agencies at all levels of government can once again become employers of choice. The stakes are too high for government not to succeed.

ASPA member Bob Lavigna is the Partnership for Public Service vice president for research. Before joining the Partnership, he was director of consulting services-east for CPS Human Resource Services. He also served as administrator of the Wisconsin merit system. E-mail: rlavigna@ourpublicservice.org.

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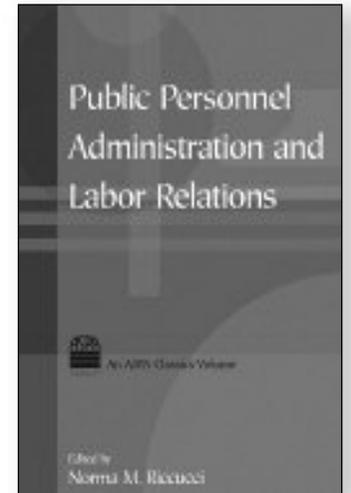
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Featured Report:

“Are They Really Ready to Work? Employers’ Perspectives on the Basic Knowledge And Applied Skills of New Entrants to the 21st Century Workforce”

The report is based on a detailed survey of 431 human resource officials that was conducted in April and May 2006 by The Conference Board, Corporate Voices for Working Families, the Partnership for 21st Century Skills, and the Society for Human Resource Management. Its objective was to examine employers’ views on the readiness of new entrants to the U.S. workforce—recently hired graduates from high schools, two-year colleges or technical schools, and four-year colleges.

The findings reflect employers’ growing frustrations over the preparedness of new entrants to the workforce. Employers expect young people to arrive with a core set of basic knowledge and the ability to apply their skills in the workplace—and the reality is not matching the expectation

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

Stand Where Things



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Top Nonprofit Executives’ Salaries Increased Nearly 5 Percent in 2005

The median pay of the leaders of the country’s largest nonprofit organizations outpaced the rate of inflation in 2005, a new survey of compensation and benefits conducted by the *Chronicle on Philanthropy* finds.

Based on responses from 332 organizations and grantmakers, the survey found that the median pay for top officials at the nation’s biggest charities and foundations increased 4.8 percent, to \$327,575, while the inflation rate rose at a rate of 3.4 percent. The increase topped the 3.7 percent increase reported in last year’s survey and outpaced that received by the CEOs of the five hundred biggest American corporations, who earned a median \$2.4 million in salary and bonuses in 2005, an increase of almost 2.9 percent over 2004.

As in previous surveys by the *Chronicle*, the most highly paid nonprofit leaders in 2005 were executives of hospitals and medical centers.

Topping the list was Harold Varnus, CEO of Memorial Sloan-Kettering in New York City, who earned \$2.49 million in 2005. He was followed by James J. Mongan, CEO of Boston-based Partners Healthcare System (\$1.51 million) and Peter Traber, CEO, Baylor College of Medicine in Houston (\$1.23 million). The fourth and fifth executives on the list—Michael Kaiser, president, John F. Kennedy Center for the Performing Arts in Washington, D.C. (\$1.02 million) and Barry Munitz, former president of the J. Paul Getty Trust in Los Angeles (\$962,526)—were from the world of arts and culture and, as such, marked a departure from the traditional pattern.

A different study, conducted by the Bridgespan Group in Boston, reveals another trend that may affect the salaries of future executives: By 2016 nonprofit organizations will need to hire more than eighty thousand new senior managers. According to Trent Stamp, executive director of Charity Navigator, “we no longer treat these just as do-gooder jobs anybody can do.... You need people with business backgrounds who can do the job responsibly.”

Barton, Noelle. DiMento, Maria. Sanoff, Alvin. “Top Nonprofit Executives See Healthy Pay Raises.” *Chronicle of Philanthropy* 9/28/06.

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OMB Watch and The Center For Responsive Politics Unveil Federal Spending Oversight Tools

Washington, DC—At a press club event today, government watchdog groups unveiled powerful new online tools developed to help the public track government spending and congressional conduct.

OMB Watch, a Washington-based nonprofit group that promotes open government, accountability and citizen participation, launched *FedSpending.org*, allowing users to search, aggregate and analyze all federal spending. For the first time, itemized information on the more than \$12 trillion that the federal government has disbursed between 2000 and 2005 will be available to the public in a useful format. Users can search contract and grant information by agency, congressional district, and recipient, for example.

“The American people have been largely in the dark about to whom and where their tax dollars go,” OMB Watch’s Executive Director Gary Bass told reporters. “With *FedSpending.org*, we believe that will change. When you buy something at the store, you get a receipt. *FedSpending.org* is that receipt for government spending—we can examine it and see just what kind of deal we’re getting.”

The Center for Responsive Politics, another Washington-based nonprofit group focused on good government, announced several expansions of its pioneering government transparency website, *OpenSecrets.org*. The first will allow users to see overviews of members’ net worth and holdings. The second gives updated information on the lavish trips taken by members and their staffs that are financed by third parties—in many cases special interests with business before Congress. Finally, the Center unveiled a work-in-progress database that will track the “revolving door” between positions in government and lucrative jobs at lobbying firms that members and staff often rotate through.

“These new tools help provide the sort of big picture view of the conduct and priorities of our elected officials that Americans need to make the best choice on Election Day,” said Sean Moulton, director of information policy at OMB Watch, who, along with Adam Hughes, the organization’s director of federal fiscal policy, oversaw the creation of *FedSpending.org*.

FedSpending.org makes available much of the information that the recently passed Federal Accountability and Transparency Act will require the Office of Management and Budget to provide to the public. *FedSpending.org* will function not only as a tool for the public and journalists to find out about government spending, but also as a prototype against which to measure the success of OMB’s endeavor.

On why the efforts of his organization and CRP are so important, Bass explained, “When average citizens are empowered with the tools to understand and evaluate the choices their government makes, they can engage with government in a meaningful way, and government and those who carry out its work can be held to account.”

UN Public Service Award Nomination Period Opens

The 2007 United Nations Public Service Awards Programme is currently accepting nominations. This Awards Programme is the most prestigious international recognition of excellence in public service. It was established following the Economic and Social Council decision 2000/231 of 27 July 2000 to reward contributions made by public institutions in enhancing the role, professionalism and visibility of the Public Service. Awards have been bestowed since 2003 on an annual basis. The Awards for 2007 will be given in the following three categories:

- Improving transparency, accountability, and responsiveness in the Public Service;
- Improving the delivery of services; and
- Fostering participation in policy-making decisions through innovative mechanisms (e. g. utilizing ICT, participatory budgeting, participatory/social auditing and monitoring, and others).

Award recipients will be selected by the United Nations Committee of Experts on Public Administration. The winners of the Public Service Awards for 2007 will receive certificates of recognition, in this particular instance, at the United Nations in Vienna, during the 7th Global Forum on Reinventing Government. I would be most grateful if your Institution, as our partner, could disseminate this call for nominations to Public Institutions in your country or region with a view to identifying commendable public organizations that would be suited for nomination.

The application form has to be completed online. It is strongly recommended that applications are submitted no later than November 30, 2006.

A thorough explanation of the nomination process, the online application form, and information about previous winners of the United Nations Public Service Awards are available on the following website: www.unpan.org/dpepa_PSaward.asp.

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



WHAT ASPA MEMBERS SAY ABOUT PAUL POSNER:

“Paul is the right person to enhance ASPA’s leadership and impact in the public policy arena by forging new partnerships with other major public service organizations.”

—*Sylvester Murray, Professor of Public Administration, Cleveland State University and Past President of ASPA*

“Paul will bring a powerful perspective to ASPA’s leadership based on his more than 30 years of work at the federal and local government levels as well as his outstanding scholarship and teaching.”—*Marc Holzer, Dean, School of Public Affairs and Administration, Rutgers University, Newark, and Past President of ASPA*

“Paul is the kind of leader who recognizes that the diversity of ASPA’s membership is its strength and will build on this to move the organization forward.”—*Jeanne-Marie Col, Associate Professor of Public Administration, John Jay College and former Chair, ASPA’s Section for Women in Public Administration (SWPA).*

PAUL L. POSNER

CANDIDATE FOR ASPA VICE PRESIDENT

Professional experience—bringing the worlds of scholarship and practice closer together.

- Director of MPA Program at George Mason University
- 30 years of experience at the GAO (now the Government Accountability Office); managing director for federal budget/intergovernmental issues
- Former Chair ABFM and SIAM; co-chair 2004 National ASPA conference
- Fellow of the National Academy of Public Administration (NAPA) and Chair of NAPA Panel on the Federal System
- Author of several publications on federalism, public budgeting and accountability, with a book, *The Politics of Unfunded Mandates*

My vision for ASPA—revitalizing our leadership in the public sector

- Reclaiming leadership of the public service at a time when our field has become increasingly fragmented and polarized.
- Capitalizing on our unique potential to integrate the worlds of scholarship and practice to explore such emerging challenges as population aging, globalization and new forms of governance
- Enhancing the relevance and contributions of ASPA to the public dialogue by bringing “neutral” and expert competence to increasingly contentious debates
- Building stronger partnerships with such organizations as NAPA, ICMA and other public service associations
- Renewing our organization by strengthening our appeal to younger and more diverse practitioners and academics

Please join me in revitalizing ASPA’s role as a respected and valued leader for the public service. I would welcome your questions or comments - contact me at pposner@gmu.edu or at (703)993-3957.

Ad financed by funds collected on behalf of the candidate

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ASPA TIMES

Advancing excellence in public service. . .

Evergreen Chapter Co-hosts International Symposium

David Broom

The Evergreen Chapter recently partnered with the Daniel J. Evans School of Public Affairs at the University of Washington to host an international symposium on disaster preparedness and emergency management. Sandra Archibald, dean of the Evans School and a member of the Evergreen Chapter welcomed nearly 100 symposium attendees including emergency management practitioners, academics, students and chapter members.

Following an informal reception sponsored by the Evergreen Chapter and the Hyogo Business and Cultural Center in Seattle, presentations were made by local emergency management experts and academics from both the University of Washington and the University of Hyogo.



Panel members responde to attendee questions.

Seven panelists provided presentations covering a wide range of topics related to disaster preparedness and recovery. Several presentations were based on lessons learned from recent catastrophic events including the Great Hanshin-Awaji and

Nisqually earthquakes and the devastating hurricanes along the gulf coast.

Guest speakers included Matsuyo Makino and professor Kunihiko Ito from the University of Hyogo, Eric Holdeman,

director of emergency management for Metropolitan King County, Steve Charvat, director of emergency management for the University of Washington, Hilda Blanco, chair of the Urban Design and Planning Department at the University of Washington, Mark Haselkorn director of research at the Interdisciplinary Program in Humanitarian Relief at the University of Washington and Shingo Kochi from the Asian Disaster Reduction Center in Hyogo and member of the Hyogo Administrative Policy Studies Association.

Sanjeev Khagram, director of the Marc Lindenberg Center for Humanitarian Action, International Development and Global Citizenship served as symposium moderator and facilitated a lively question and answer session following the formal presentations. The event concluded with a buffet dinner graciously hosted by Dean Archibald.

ASPA member David Broom is the District V representative to ASPA's National Council and a program supervisor at the Energy & Utility Assistance Programs in the Seattle Mayor's Office for Seniors.
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Please Note: Due to space constraints, ASPA's New Members will not be listed in this issue of *PA TIMES*, but will return in the December issue. Any names that would have been listed in this issue will appear at that time.



Top photo: Kathy Hensley poses with Howard Frank, winner of SECoPA's Pugliese Award. Bottom photo: Senator Boorsma, from the Netherlands, presents SECoPA's 2006 International Award, named after Boorsma, to Ian McDonald, president Emeritus of York University in Canada and the Coordinator of York's MPA Program.

SECoPA 2006 a Success

Claire Mostel

The 2006 Southeastern Conference for Public Administration (SECoPA) was held September 27-30, in Athens, GA. The conference was hosted by the Georgia ASPA Chapter and the Carl Vinson Institute of Government at the University of Georgia. Over 300 conference attendees took part in 67 sessions including a Symposium on Natural and Other Disasters.

The conference began with the opening speaker, former ASPA National President Mary Ellen Guy, addressing the conference theme of Bridging Theory, Policy, and Practice. Her inspiring speech set the tone for the three day conference. In addition to Guy, guest speakers ASPA President-Elect Harvey White; Robert Golembiewski, distinguished research professor, University of Georgia; and Michael L. Thurmond, commissioner, Georgia Department of Labor, kept everyone's attention with thought-provoking remarks and ideas.

SECoPA also traditionally acknowledges excellence in Public Administration at the practitioner, academic, and student levels. The following were acknowledged at the conference luncheons:

- Kline Student Paper Award—Lydia Marsh, UNC Charlotte
- Collins Student Paper Award—Sung Min Park, University of Georgia
- Pugliese Award—Howard Frank, Florida International University
- Boorsma Award—Ian MacDonald

- Distinguished Practitioner Award— Arthur F. Beeler, Jr., Correctional Institution Administrator, Bureau of Prisons

Special recognition went to Mary H. Taylor for service as 2006 SECoPA chair and to Steve Condrey for serving as local host chair.

In between sessions, conference attendees had several opportunities to network at breakfast, breaks and lunches, as well as receptions sponsored by The Tennessee Chapter (2007 SECoPA host) and the Georgia conference hosts. There was also time to enjoy the beautiful University of Georgia campus and explore the college town of Athens.

The conference concluded with a Keynote Session by Donald Kettl, professor of Political Science at the University of Pennsylvania.

Mark your calendars for September 26-29, 2007—the date for 2007 SECoPA, in Nashville, TN. The conference site is the DoubleTree Hotel; for additional information, see the conference website: <http://www.aspaonline.org/nashville/secopa2007.htm>

If you are interested in getting involved with SECoPA and would like to serve on a committee, please contact Claire Mostel at ctel@miamidade.gov.

ASPA member Claire Mostel has been employed by Miami-Dade County for 15 years and by Miami-Dade County Team Metro for the past 11 years. She is also an adjunct professor at Barry University.
E-mail: ctel@miamidade.gov

PRESIDENT'S COLUMN *Wendy A. Haynes*



Privatization for the New Century

Before the end of November, ASPA members should be receiving ballots for electing our new vice president and representatives to the National Council from each of our five districts. I urge you to return your completed ballot before the January 15 deadline. And please join me in thanking all those who have signaled their willingness to serve on our governing body. By agreeing to run for office, these dedicated members contribute to the future vitality of our Society and our profession.

The topic of privatization—and especially the need for oversight and accountability—strikes a chord for those of us who have written about events surrounding Boston's \$15 billion publicly funded megaproject, aptly referred to as the "Big Dig." But the issues extend beyond any particular project into the far reaches of what has become a remarkably complex inter-sectoral leadership and management challenge.

This month, it is again my privilege to invite a highly regarded member of the ASPA community to share insights with us on the editorial theme for this issue of PA TIMES—the impacts of privatization and government restructuring.

Prior to his current leadership post at the University of Pennsylvania, where he directs the Fels Institute of Government, Don Kettl served as Professor of Public Affairs and Political Science at the Robert M. LaFollette School of Public Affairs at the University of Wisconsin-Madison.

In addition to his service as Nonresident Senior Fellow at Washington's Brookings Institution and in many other capacities, Don has consulted broadly for organizations at all levels of government and regularly contributes to discussion of public issues on radio and television. I am very pleased that he is willing to share with us his views on this important public service issue.

Donald F. Kettl

Privatization has moved light years beyond the grand expansion that began in the 1970s. In fact, with apologies to "Star Trek," it's boldly gone where government had never gone before. We've contracted out the process of moving people from welfare to work. We've relied on contractors to clean up Superfund sites and to guard nuclear materials.

Thousands of contractors support our troops in Iraq. It's telling that, despite repeated requests, the Army hasn't been able to determine just how many there are. And it's certain that, without the contractors, we'd need thousands more troops in the field to provide everything from fuel to ammunition.

Privatization, of course, has been around as long as we've had governments, but

over the last generation it's swept the world. The United States, however, has pushed public-private partnerships farther than any other nation on earth, with charter schools to reform local education and private physicians and hospitals to provide government-funded care in Medicare and Medicaid.

As the Baby Boomers ease into retirement, government's partnership with private health care providers will only grow—but most beneficiaries of these programs never see a government employee. In fact, one of the most astounding governmental statistics is that the number of federal employees managing these programs is just 4,400: 0.2 percent of all federal civilian employees managing 20 percent of the budget.

This one statistic captures, as well as anything, the central issue for privatization in the new century. We've vastly expanded privatization in this country, but the programs have expanded faster than our ability to manage them well.

For evidence, take a careful look at the Government Accountability Office's "high-risk list," its catalogue of 26 federal programs that provide critical services to the public but that are especially vulnerable to fraud, waste, abuse, and mismanagement. Every program but one involves a major governmental partnership with the private sector. Medicare and Medicaid are on the list. So, too, is the Federal Aviation Administration's ongoing problems with managing its air traffic control system and, in the newest addition, the National Flood Insurance Program, whose problems a string of hurricanes have laid bare.

GAO has identified serious contract management problems in the U.S. Postal Service, in the Departments of Defense and Energy, and in NASA. The Department of Housing and Urban Development is struggling with its mortgage insurance and rental housing assistance programs. The IRS, a charter member of the high-risk list, has a long history of problems enforcing the tax laws.

The one item on the high-risk list that doesn't deal with privatization is strategic human capital management: the development of a skilled government workforce. The government has serious problems with this effort. And, of course, it is impossible to solve any of the other problems without solving this one first.

The federal government—and, to a significant but lesser degree, state and local governments as well—has increasingly turned into a privatization management operation. It provides services without delivering many of them itself. That, in itself, isn't necessarily bad. But regardless of whether one agrees with the strategy, we are now so deeply committed to this administrative strategy that there's no

going back. The larger problem is that we've become heavily dependent on privatization without determining how to make it successful.

The roots of this problem stretch back to the privatization movement's early days. It was always easier to expand government programs without increasing the number of government bureaucrats. The political calculus has usually worked more easily that way. Would we ever have created Medicare or Medicaid if we first had to create a large government workforce to deliver health care?

It was also easy, for reasons of ideology and convenience, to argue that the private sector could do anything better than government. Private markets, the argument went, were more efficient because they were self-governing. That insulated the proponents of privatization from the harsh reality, which private sector managers know all too well, that contracts with suppliers never manage themselves—and that high-quality goods and services depend on strong, mutually supportive relationships between contractors and contractees.

But these inescapable realities were inconvenient for those who sought to push public services into the private market. As a result, we've privatized the government, governmentalized the market, and focused little attention to making it all work. The result is GAO's high-risk list of large and growing problems that put the public—its tax dollars and its reliance on government programs—at risk.

To a surprising degree, the system works pretty well most of the time. We've dramatically improved the quality of life

for America's seniors through federal health programs, and the intricate ballet of the air-traffic control system is a wonder to behold.

Too often, however, we've had to do it the hard way, with unsung legions of government employees working extra hard to keep the systems chugging along. And, as GAO documents, our growing reliance on public-private systems coupled with our failure to address, frankly and directly, the job of managing them well, is putting everyone at risk. That is one of Hurricane Katrina's inescapable lessons.

We are simply not going to unwind the slide toward privatization. For better or worse, this is the administrative strategy we've chosen for ourselves. But we need—and deserve—far better results than we're getting. The key to attacking this problem lies in the first item on GAO's list—helping the people in government who manage these programs, and improving the systems on which they rely to produce results.

The irony of the movement to replace government workers with private markets is that it's made government workers, in the end, even more central to the quality and responsiveness of our public programs.

ASPA member Donald F. Kettl is Stanley I. Sheerr Endowed Term Professor of the Social Sciences at the University of Pennsylvania and director of the Fels Institute of Government.

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EXECUTIVE DIRECTOR'S COLUMN *Antoinette Samuel*

An Idea Whose Time has Come...

Antoinette Samuel

During the fall meeting of the ASPA National Council, there was

a motion to endorse the proposal to establish a U.S. Public Service Academy. The U.S. Public Service Academy will create an undergraduate institution designed to cultivate a new generation of young leaders dedicated to public service. The Academy's objective is to meet a critical need in American society—that of the growing shortage of public servants and civic leaders at all levels of society.

Inherent in the endorsement by the National Council, is ASPA's commitment to its 2004-2008 Strategic Plan. ASPA has taken a significant step toward the achievement of Goal 1 "to be a recognized voice for issues and values in public policy, management and practice." Indeed, one of the key strategies identified for Goal 1 is to "identify three key topic areas with broad and lasting relevance." One of the broad topic areas is Professionalism, with a focus on professional development, leadership and standards. The role that the U.S. Public Service Academy will play in building a corps of educated, committed,

service-oriented public service leaders is congruent with ASPA's goal.

The Academy's mission "to create a corps of passionate and patriotic civilian leaders willing to devote themselves to the pursuit of academic excellence, civic engagement and leadership through public service" would further ASPA's objective to promote professionalism and leadership within the public sector.

Across the country there are many high-school level public service academies and career concentration programs, which ASPA members and chapters have been significantly engaged in developing. However, America does not offer a national undergraduate institution dedicated to developing civilian leaders. Modeled on the military academies, the Academy will provide a service-oriented education to more than 5,000 undergraduate students. It would include:

- Opportunity for nearly 1,300 incoming freshmen, allocated by states, following a congressional nomination process similar to that used for admission to the military academies.
- The service-oriented curriculum will include requirements for international education, emergency response training,

internships with charitable organizations and an armed forces internship.

- Academy graduates will spend five years serving their nation by working as teachers, park rangers, police officers, border agents, Foreign Service officers and other critical public service jobs at the local, state and national levels, in both public institutions and non-profit charitable organization.

In September, the Academy achieved a major milestone towards becoming a reality. Senator Arlen Specter (R-PA) joined Senator Hillary Clinton (D-NY) in introducing a bill to create the U.S. Academy for Public Service. Companion House legislation was introduced by Representative Christopher Shays (R-CT) and Representative Jim Moran (D-NY). Senators Clinton and Specter stated it perfectly, "The U.S. Public Service Academy Act will cultivate a culture of service among the next generation of national leaders."

The introduction of this Act not only moves us closer to the achievement of ASPA's strategic goals, but also towards the fulfillment of a long-standing dream of America's Founders. Two centuries ago, George Washington first proposed the idea of a national university!

Frequently Asked Questions

Why should the federal government make the Academy a priority? Like military service, civilian national service is important enough that the United States should have a stand-alone institution dedicated primarily to the development of civilian leaders who will, in the words of the Preamble to the Constitution, "establish justice, insure domestic tranquility and promote the general welfare."

Our public rhetoric exalts national service, but we do not put enough resources behind it. We have five extraordinary academies that provide federally-subsidized education to nearly 20,000 future military leaders who will "provide for the common defense," yet we have no public undergraduate institution devoted to cultivating civilian leaders who want to serve their country. Building the Academy sends a clear message to our young people about the importance of serving our nation and places civilian service on par with military service.

Why not simply channel federal money into public service scholarships at existing institutions rather than creating an entirely new college? Public service scholarship

See PUBLIC SERVICE ACADEMY, pg. 18



Raymond Cox for ASPA Vice President

Committed...

Member continuously since 1977

Dedicated...

Elected to leadership in chapter, section and national offices

Experienced...

Participated in and contributed to activities ranging from creating new chapters to shaping regional and national conferences and from serving on the PAR editorial board to serving as a Section Chair and Chair-elect (SPA and Ethics, respectively) and Co-chair of the Capacity Steering Group.

We are in danger of becoming two organizations—one for practitioners and one for academics. We cannot let this happen.

- We must reassert the centrality of chapters as a key part of ASPA. Rebuilding ASPA means revitalizing the chapters.
- We need to find alternative vehicles for greater practitioner involvement at the national level. That may mean thinking about new sections.
- We must begin a dialog about how to reunify ASPA.

I offer myself as a candidate as Vice President of ASPA so that I may give back to ASPA. So I may use my experience working at every level of ASPA to reaffirm the role of ASPA as the pre-eminent organization devoted to public service, public integrity and professional excellence.

National Public Service Academy One Step Closer to Being a Reality

From PUBLIC SERVICE ACADEMY, pg. 17

money is an important way to encourage national service among undergraduate or graduate students at existing institutions. Such scholarships alone, however, do not cultivate the culture of service that a separate institution devoted to national service would instill in its students.

Existing institutions have their own set of priorities and procedures; scholarship money would benefit individual students but would not necessarily alter the overarching mission of their institutions. Think of the military. The federal government supports ROTC programs at existing institutions nationwide. While effective, these ROTC programs nonetheless do not have the intensity, rigor, or culture that the military academies are able to provide.

Without the military academies, the armed forces would lose an essential part of the spirit and culture that make the American military such an effective fighting force. If we want our civilian institutions to be similarly effective, we should provide an institution that trains future citizen leaders with a similarly intense service experience.

How will the Academy be different from the Kennedy School of Government, the Woodrow Wilson School of Public and International Affairs and other existing academic programs? Existing public service programs at universities play a vital role in the development of talented citizen leaders and the Academy will provide a complementary approach. The vast majority of existing programs, including the Kennedy

School, focus on graduate education; a smaller number of others, such as the Woodrow Wilson School, admit a select few upper-class undergraduates for a special certificate or concentration.

Like these programs, the Academy will offer rigorous academics focused on finding solutions to public problems. The Academy, however, will be an undergraduate institution that offers all its students four years of service-oriented education, followed by a five-year post-graduation service requirement. As a national public university, it will provide this education tuition-free, making it accessible to all Americans. It also will offer students the opportunity to interact with and learn from young leaders from all parts of the country; the Academy's regionally diverse student body will be unmatched in American higher education.

How will Academy graduates be different from public policy or government graduates from other universities?

Students who graduate from other universities with government or public policy degrees no doubt have a solid grounding in their academic course of study. But no undergraduate institution offers a program as intense, practical, or service-oriented as what the Academy will provide. Four years at the Academy will be an education in service, an unparalleled experience that produces graduates with:

- **Stronger bonds:** Like cadets and midshipmen at the military academies, Academy graduates will form strong bonds during the course of four years of service-oriented training. The campus culture of service will unify graduates with a shared

sense of mission that will span across graduating classes, creating an invaluable network of people who can share knowledge and experiences.

- **More experience:** The Academy's educational program will be designed to give students regular hands-on experience in the real world of public service. While some universities require an internship to give their government majors hands-on experience, the Academy will require internships, community service, study abroad and a summer of military service.
- **Longer commitment:** The Academy will require five years of national service following graduation. There is no similar commitment from any other civilian institution.

What will this new academy do that is not already being done? The Academy will be a unique institution, one that offers a number of singular contributions to American higher education:

- With unmatched regional diversity, the Academy will be a truly national university economically accessible to all Americans.
- Like the military academies, the Academy will create a campus culture of service that will foster strong bonds among undergraduates committed to the same patriotic goals.
- The Academy's five-year post-graduation service requirement has no civilian parallel.
- The Academy will be an institutional manifestation of the federal government's commitment to public service as essential

to the economic and social vitality of the country.

Why will the Academy require five years of service post-graduation? Like students at the military service academies, Academy students will get four years of education tuition-free, followed by five years of service. This post-graduation service requirement gives American taxpayers a healthy return on their investment in the Academy.

Taxpayers pay up front for four years of education and in return the nation gets five years of government work, public school teaching, community service, law enforcement, non-profit work and other essential services that will improve the lives of citizens all across the country. A five-year commitment gives graduates enough time to make a lasting contribution in whatever field they choose. By the time they complete their commitment, they will have amassed the experience, skills and connections that will propel them to become citizen leaders throughout their careers.

What if an Academy student wants to pursue graduate education? Many Academy graduates will want to pursue graduate education in medicine, science, law and other service-related fields. To encourage students to continue their studies, the Academy will follow the lead of the military academies and subsidize students' graduate education in return for an extended service commitment.

For every year of subsidized graduate

See PUBLIC SERVICE ACADEMY, pg. 27



Dr. Deborah LeBlanc

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Dr. Deborah LeBlanc for ASPA District 5

Dr. Deborah LeBlanc is currently Vice-President of the Conference of Minority Public Administrators (COMPA/ASPA) and is a Life member with ASPA and a member of LA-Metro ASPA Chapter.

Dr. Deborah LeBlanc has 25+ years of training and professional development consulting and teaching experience in quasi-government and private firms. She is a Professor of Public Administration at National University which is based in La Jolla, CA, where Dr. LeBlanc has been since 1987. Dr. LeBlanc is a businesswoman and educator specializing in human resources, policy planning and development and program evaluation. Dr. LeBlanc has been the CEO/President of DLB Associates since 1985. Deborah is a global traveler and has visited 30 + countries. She has two grown sons Marcellus and Loren LeBlanc. She has been a member of ASPA since 1978; and member of COMPA since 1982. She is committed to public service; to improving the overall quality of life others; and to promoting and advancing the field of public administration in theory and practice.

Areas of Expertise and Specialization

- Public management theory and practice
- Organizational theory & behavior
- Human resources management & workforce diversity
- Policy planning, development and evaluation

Academic Degrees

- D.P.A. Doctorate in Public Administration, University of La Verne, CA 1986.
- M.S. Educational Administration, National University, 2005.
- M.P.A. Masters of Public Administration, University of Southern CA, 1981.
- M.S. of Management and Organizational Behavior, University of La Verne, 1986.
- MA Cross-Cultural Teaching, National University (2006).
- M.H.S. Masters in Human Services, National University, San Diego, 1999.
- B.A. Political Science, California State Polytechnic University, Pomona, 1978.

Theory vs. Practice

Fluoride and Taxes: Mad Professor Takes on Local Issues

*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.*

Municipal politics in my city are officially non-partisan. That means that we do not declare ourselves to be Democrats or Republicans. We don't run as members of a political party, and there isn't any pressure to "vote the party line." It is evident who is more conservative and who is more liberal, but local policy issues mostly don't fit conservative vs. liberal categories.

Sometimes there is a division between environment and development, or sometimes about taxes or other support for business in general. And sometimes there are issues about overall governmental power that demonstrate an ideological division. But for the most part in local governance the debates are not easily categorized by ideology, making for greater discussion on issues rather than partisan politics.

A current example of this is the issue of water fluoridation. Yes, you heard me correctly—fluoride! I remember 1950s McCarthyite rants that the communists were trying to control us through our water supply. When I first heard somebody complain about fluoride here, that was all I could think of.

The complainants were not talking about

communists, however, but rather focused on health and freedom issues. They complained that fluoride was bad for people—or at least the additional fluoride that we add to the water supply. They called it poison and toxic waste. Several months back the Mayor appointed a study commission and they recently reported back to us with a split recommendation. They came up with lots of research supporting both perspectives.

While many of the anti-fluoride folks are citing what I would call junk science, it is not a slam dunk issue. Recently the EPA did a study noting that more than a certain amount of fluoride is harmful, and that communities should be conscious of what amount of fluoride naturally occurs in local water supplies. Fluoride is also in most toothpastes these days—something that was not the case when I was young.

I was interested to learn that a number of European countries, as well as Japan, changed their minds and stopped adding fluoride to their water supplies back in the 70s. Still, the American Dental Association the World Health Organization and the US Center for Disease Control all say that a certain level of fluoride in the water is good for dental health.

Before now, I accepted the conventional wisdom on fluoride, but in this policy role I am called to reexamine this issue, particularly the role of the state and the appropriate use of state power. Do I believe it is the government's responsibility to take care of

me, or should individuals be responsible for their own health? I'm not a big fan of the "nanny state," but I also recognize legitimate needs for government action. When do I support state intervention in private affairs? It is a sticky subject.

Both Democrats and Republicans, when in power, have advocated more state power over citizens than I am comfortable with. When would I accept state intervention? I have the opportunity to actually affect the answer to that question.

In terms of health, I support state intervention to quarantine individuals—even against their will—if they have a contagious disease. I also support mandatory immunizations for contagious diseases. I see these as legitimate protection of the collective. But how far should the state go in mandating "good health practices?" Is it a state interest to limit cavities? Should we put vitamins in the water? Should we ban fatty foods? Should we have mandatory morning exercises? Where do I draw the line?

Some people argue that if we take fluoride out of the water only the poor and uneducated will suffer, because others will be able to make an informed choice. On the one hand that makes some sense. On the other, it is condescending, patronizing and disrespecting individual rights. Again, where would I draw the line for state power over the lives of the unwashed masses (whoever they may be)?

Should I support mandatory ingestion of a chemical (deemed "good" by the experts) when it is not a matter of collective public safety, particularly if there is a significant minority who opposes it? There are lots of arguments. I am just saying the fluoride issue brought out these very interesting concepts of the nature of government, and this time around it is a pretty non partisan issue. And once again, I will not be able to just say "it's an interesting dilemma." When it finally comes up for a vote, I will have to make a choice.

Another non-partisan issue arose over raising and spending money, and I think it is an interesting budget and finance case study that I will use in class. Most city revenue comes from sales and property taxes. These are well publicized and citizens have awareness and significant input of them. However, the city also raises money in other, less obvious, ways.

The city imposes a surcharge on motor vehicle registration (allowed by the state) to help dispose of junk vehicles and now wants to raise that "surcharge" from 12 to 32 dollars per vehicle registration. I thought that was steep increase and I said so. [If the proposed increase had been minimal, I probably wouldn't have blinked—another political lesson.]

The city also imposes a surcharge on phone bills to pay for 911 emergency calls. We were told there is a new requirement to install a GPS tracking functionality so the location of cell phones can be identified when there is no voice at the other end of a 911 call—similar to the way they know where a land line call is from. The Manager proposed to increase the surcharge from \$.75 to \$1.90 a month. That's another awfully steep increase.

I think the upgrade is a good idea, is in the public interest and worth of government

support. But I objected to the practice of imposing surcharges here and there to raise money outside the normal tax and budget process. I said I probably supported these practices, but thought we should pay for them out of the general operating fund and not create a "stealth tax." We're taking citizen dollars either way, but surcharges are not so publicized and not subject to other checks and balances.

My discomfort with the junk vehicle and phone surcharge was the pitty patting of little increases here and there—outside our tax base. We increase the tax burden on citizens without coming right out and saying we want to spend more. This seems to violate the principle of transparency in government. I am not sure that others were necessarily convinced by my argument, but they did realize that anything that you can call a tax has some political legs.

Conservative council member Jones was going to support the increases, but when I called them stealth taxes, you could see him do a sort of double-take. "Stealth tax" is a great sound bite, and I could see all the council members thinking about how this would sound if it was publicized. I was sort of surprised when the mayor proposed we table the motion until a future time, and everybody agreed. If the items appear in next year's regular operating budget proposal, I will have won that little battle.

On a more administrative note, city staff proposed to revise the city personnel rules and extend them to several agencies traditionally semi-autonomous. The proposal had gone through Human Resources Committee and, like so many technical things, I only read the summary and then simply accepted the manager's recommendation. But, since I teach HR, I felt like I should get into the details of the manual. So, just before Monday's meeting I read through it, and there were several sections I questioned.

I sent off a note to the Manager requesting that we talk about it or that it be pulled from the agenda. I confess I was derelict. If I had an issue I should have found it before the day of the meeting. The Deputy Manager called and said it really needed to go forward, and that we should meet right away. I voiced concern over several points in the rules, particularly with the grievance process which was pretty tough on employees. They adjusted some language to preserve representation and appeal rights, after which I agreed to it. We called up the Attorney and got his okay.

At the regular Council meeting I proposed the language changes and noted I had agreement from the Manager and from the City Attorney. Obviously no one else had read it, and they all just nodded. As long as the Manager and Attorney said OK, they had no objection. This was one more lesson of how policy making occurs in the language and implementation.

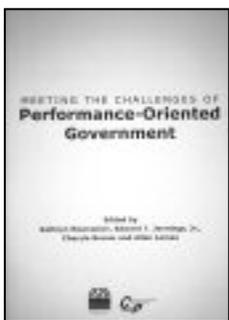
So rather than losing 8-1 votes as I have in the past, I got some small things changed, or at least affected. By touching all the right bases beforehand, I managed to protect employee rights a little more (although nobody noticed). And in Finance Committee (rather than the more formal and public Council Meeting), I struck a tentative blow for transparency in government.

Little victories. They make my day.

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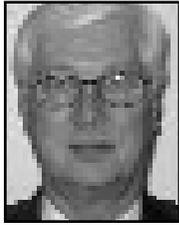
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ASPA National Council Candidates Submit Statements

Vice Presidential Candidates



Raymond W. Cox
University of Akron

Like you, I made a conscious choice to devote my career to the public service. My career has spanned work in both government and universities. Those years have taught me the necessity of implementing professionally defined and ethically based responses to the challenges of governance. I believe in the call to service and a commitment to public service values. My career would not be complete if it were merely about a work life. The call to service means a commitment to the profession. That is why I have worked for ASPA for most of my career. I have had the privilege to serve at every level of the organization—from officer in chapters and sections to member of the National Council and Co-chair of the Capacity Steering Group. Each position brought its own unique rewards and lessons about ASPA and how it can continue to reflect “public values.”

There is no magic wand. We must begin a dialog about how to reunify ASPA. We must heed the lessons of the past to suggest specific and concrete changes. We are in danger of becoming two organizations—one for practitioners and one for academics. We cannot let this happen. First, we must reassert the centrality of chapters to ASPA. Rebuilding ASPA means revitalizing chapters. Second, we need to understand how changes in national organizational structure have affected membership. We need to find alternatives for greater practitioner involvement. That may mean thinking about:

- Efforts to make ASPA more attractive to individuals not previously engaged in ASPA;
- Expanding the steering groups to broaden participation;
- Practice focused research and grant initiatives;
- Succession planning; and
- Leadership/professional development.

My commitment is to achieve these goals as ASPA VP and ultimately as President. I ask that you join me in this endeavor.



Paul L. Posner
George Mason University

Aging populations, globalization, various technocratic “revolutions” and new forms of governance are transforming public administration, challenging us to operate in settings that are both more unsettled and unsettling. Whether we succeed in adapting to these vexing new challenges will be in no small part determined by us—what Harlan Cleveland once called the “get it all together profession.”

ASPA constitutes a unique forum to deal with these issues. How we succeed in both embracing the strengths of our sections and chapters while building the synergies to speak effectively as a cohesive profession will go a long way to determining our future place in our own field.

My own background—bridging the worlds of practice and academics—can help ASPA project its leadership:

- Following initial service with New York City’s budget office, served the past 30 years with the GAO (now the Government Accountability Office), recently retiring as managing director of federal budget and intergovernmental issues.
- Current position as director of the MPA program at George Mason University, with PhD from Columbia. Publications on federalism, public budgeting and accountability, with a book, *The Politics of Unfunded Mandates*, that earned the best book award from the Section on Public and Nonprofit Management of the Academy of Management
- Fellow of the National Academy of Public Administration and current chair of NAPA’s Federal Systems Panel .
- Consulting with governments both domestically and internationally, including OECD senior budget officials and technical assistance to individual nations on budget and accountability issues.

Service with ASPA over the years includes:

- Chair of both the Section on Intergovernmental Management and Administration (SIAM) and the Association for Budgeting and Financial Management (ABFM).
- Co-chair for ASPA’s national conference in Portland, Oregon in 2004.

District I Candidate

William Ciaccio
MTA/ NYC Transit

District II Candidate



Ralade M. Berry-James
University of Akron

Friends of ASPA,

About ten years ago, I attend the ASPA national conference in Philadelphia for the first time as a doctoral student. At that time, I joined ASPA because my advisor said that joining ASPA was a great way to gain insight into the field of public administration and that membership offered me a tremendous opportunity to network with the best and brightest in the field. I continue to return to national conferences and maintain my membership in ASPA because I strongly believe that the future of this great nation lies in the hearts and minds of its membership. As a young professional, I always believed that ASPA was one of the best places to network with other career professionals, to stay on top of current news, to receive reliable information about the meaningful work of government, and to significantly contribute to global issues that affect us here at home.

As part of National Council, I believe that it is our distinct responsibility to continue to engage graduate students and young professionals in the Society—to ask them to help us take on the challenges that face ASPA, to prepare them to work in the global market of public affairs and administration, and to network with them so that their experiences transform them into great leaders that create usable knowledge in our field.

My hope is that you will consider casting your vote in the upcoming election and work with me to find innovative ways to become more inclusive and more productive as we grow our professional membership.

Warmest Regards,

RaJade M. Berry
Associate Professor of Public Administration
The University of Akron
rmberry@uakron.edu

District III Candidates



Charles K. Coe
North Carolina State University

Public service is an honorable calling. I reminisce appreciatively on how a particular professor many years ago steered me

away from the private sector to a public sector career. I have had the privilege to serve in the U.S. Navy; as Budget Officer of Grand Rapids, Michigan; as a public service consultant at the Carl Vinson Institute of Government; and as a teacher and researcher at North Carolina State University.

ASPA has played an important role in my professional life and that of thousands of conscientious practitioners and scholars of public administration. We benefit from ASPA conferences, high-quality and relevant ASPA publications, and useful connections and friendships with other ASPA members. As a member of the National Council, I will seek to preserve and extend the value of ASPA and enhance its relevance to students, practitioners, and scholars.

For ASPA to thrive, we must expand the Society’s appeal to a broader membership base and seek a more diversified revenue base to reduce dependence on member dues and conference fees. To achieve the former, ASPA must ensure that professional public administrators find the practical insights they seek in ASPA conferences, publications, and services. Similarly, the Society must ensure that ASPA conferences and publications continue to be regarded by researchers as the preferred outlets for their work.

I have benefited throughout my combined practitioner/academic career from membership in ASPA. I appreciate the opportunities to have contributed to the Society’s endeavors including authoring articles in *Public Administration Review* and other ASPA-affiliated publications; serving as a reviewer of journal manuscripts; and serving as President of the Research Triangle (North Carolina) Chapter of ASPA for six years. I would welcome the opportunity to expand my service to ASPA as a member of the National Council.



Norman L. Hodges, Jr.
Arkansas State Claims Commission

During my twenty some years of ASPA membership I have been actively involved at the chapter, district, and national levels. At the Chapter level I have served as the Arkansas ASPA Chapter Vice-President and President and have been, and am currently, on the Chapter board. At the district level I was Conference and Program chair for one conference and served on the Arkansas Chapter’s Management Team for the 2005 SECoPA conference in Little Rock. At the national level I served on the ASPA National Council in the early 1990’s and have been appointed numerous times to the Finance Committee, on which I currently serve.

In my professional career I have taught Public Administration and Political Science at three universities. My current position involves those administration, policy, and political skills required to manage a state agency. It requires budget planning, the securing of funding and the oversight thereof. Additionally, with Commission decisions made it requires the obtaining of State Legislative approval

Don’t forget to cast your vote!

**Ballots will be mailed November 15, 2006.
Ballots must be returned with a postmark
no later than January 8, 2007.**

ASPA National Council Candidates Submit Statements

of those decisions, principally by a subcommittee with exclusive jurisdiction over Commission actions.

As a former teacher of and currently a practitioner of public administration I believe ASPA must actively involve itself in not only the training of future public administrators, but also in offering continuing training to practitioners. Supporting practitioners when their professionalism is attacked should be a goal of ASPA. Support for chapters, sections, and regions by the national organization is crucial to ASPA's future relevance as an organization.

I will work hard to ensure that ASPA and District III's futures are successful by doing all that is within my power to facilitate communication between both entities. Given my experience, involvement and desire to serve, I ask for your support of my candidacy. It would be a privilege to represent District III.



James D. Ward
Mississippi University for Women

During the past sixteen years I have been actively engaged in the profession of public

administration through teaching, research, and service. Much of my time has been devoted to making the premiere public service organization more visible and accessible.

My contributions to the American Society for Public Administration include: treasurer and executive board member, Section on Intergovernmental Administration and Management (SIAM); executive board member, Conference of Minority Public Administrators (COMPA); Chair, Public Administration Times Editorial Board; and member, Association of Budgeting and Financial Management (ABFM).

I have served the profession in the following ways: MPA Program Director; National Academy of Public Administration (NAPA) Standing Panel on Social Equity in Governance; Journal of Public Management and Social Policy editorial board; textbook reviewer; manuscript reviewer for numerous academic journals; and author of more than 17 journal articles and more than 21 conference papers.

My goal is to maximize ASPA's recognized strengths and pursue measures that turn ASPA's weaknesses into opportunities for growth and visibility.

If elected, I will work towards the following goals that have been articulated by many ASPA members, including those closely associated with ASPA's strategic plan.

- Work to provide incentives to reactivate and re-energize inactive chapters.
- Work to expand doctoral educational opportunities for underrepresented groups.
- Work to increase collaboration with other public service organizations that share ASPA's goals and ideals.
- Work to expand membership by enhancing ASPA's visibility, accessibility and strategies for member development.
- Work to promote diversity and equity in

all areas of the public service.

- Work to maintain a strong balance between research and practitioner oriented forums.

I ask for your vote and for your support in electing me as your ASPA National Council representative for District Three. Thank you and I appreciate your consideration.

District IV **Candidates**



Jerrell D. Cogburn
University of Texas-San Antonio

I am honored to be a nominee for District IV's representative to the National Council, and I relish the opportunity to serve in that capacity.

I joined ASPA as a student in 1991 and became a life member in 2004. I serve on the Executive Council of an ASPA Section (SPALR) and have served on the Executive Council of another (SPA). I also serve on the Editorial Board of an ASPA journal (ROPPA).

At the chapter level, I have served as the South Texas chapter president (2002-2004) and treasurer (2002-present). This year, I served as co-chair of the 2006 Annual Texas ASPA Conference, one of the largest annual ASPA-affiliated conferences.

Professionally, I am an Associate Professor and Chair of the Department of Public Administration at The University of Texas at San Antonio, where I helped lead a successful effort to accredit our growing MPA program. I have published many articles in ASPA journals (PAR, ROPPA, PPMR, PAQ) on topics of importance to practitioners and academics.

While what I have done speaks to my credibility as a candidate, it is what I will do as a National Council representative that is an even more important consideration. If elected, I plan to be an active and constructive member of the council. I will serve as a liaison between the district's local chapters and the council, and will aspire to accurately represent the interests of the district's diverse (geographic, professional, and demographic) membership.

The challenges facing ASPA are in some respects reflective of public service's larger challenges: declining trust, interest, and engagement in government. ASPA can and will meet present and future challenges by being both restorative (embracing its rich history and values) and aspirational (defining what can be and working to realize it).



Laurie DiPadaova-Stocks
Park University

ASPA is an important factor in my professional life and in the program of my school. I am delighted to be serving currently on the National Council and am

honored to be nominated for a full term.

My career in higher education has been characterized by involving students, coursework, and institutions with the community and with practice. From my first sociology teaching position (when I had my students work at the state juvenile detention facility) to now, my commitment to community involvement of students has deepened. I serve as Dean of the Hauptmann School for Public Affairs, where our cross-sector MPA degree by design values practitioners, service, and community engagement.

I also advocate nationally for attention to the role of civic engagement in higher education, and for civic literacy in our MPA degree programs. I am an academic with state government work experience who is recognized as:

- Pioneering service-learning in higher education, especially in public affairs and administration;
- Engaging higher education with the local and international community;
- Connecting people/organizations/ideas across disciplines, institutions, sectors, and associations.

ASPA's success is essential to the success of the field and plays a central role in our MPA program. All students and faculty (including our practitioner adjuncts) are ASPA members, and thus share a critical common grounding in public service across seven areas of concentration. ASPA also provides vital services to our students located all over the world.

I wish to help ASPA:

- Become the recognized voice for democratic values and public service;
- Provide the necessary link between service-learning in higher and secondary education, and public service;
- Promote civic literacy locally and nation-wide, fostering appreciation for the role of government in a free society.

With your approval, I look forward to serving on the Council to advance these ideals.

District V **Candidates**



Lawrence Jones
Naval Postgraduate School

Lawrence R. Jones is George F. A. Wagner Professor of Public Management in the Graduate School of

Business and Public Policy, Naval Graduate University, Monterey, California. Professor Jones teaches and conducts research on a variety of public sector financial and management issues. He received his BA degree from Stanford University in political science and MA and PhD from the University of California, Berkeley in public policy with emphasis on government planning, budgeting, and financial management. He has authored more than one hundred journal articles and book chapters on topics including national and state budget-

ing and policy, management and budget control, public financial management, and government reform. Dr. Jones has published fourteen books including *Reinventing the Pentagon* (1994), *Public Management: Institutional Renewal for the 21st Century* (1999), *Budgeting and Financial Management in the Federal Government* (2001), *Strategy for Public Management Reform* (2004), *Budgeting and Financial Management for National Defense* (2004), and *International Public Management Reform* (2005). Professor Jones was honored in November 2005 by the American Association for Budgeting and Finance (ABFM), a section of ASPA, as recipient of the Aaron B. Wildavsky Award for Lifetime Achievement in the Field of Public Budgeting and Financial Management. Currently Larry serves as Chair of ASPA's Section for International and Comparative Administration (SICA) and is past Chair of ABFM. He also has served as Chair of two ASPA local chapters, and as a section representative on three national conference planning committees.

With respect to serving on the National Council I first want to observe and learn more about ASPA governance before advocating any change. Beyond this I want to support initiatives to make ASPA's voice heard in the national policy debate on important issues of government and governance. Additionally, I am highly interested in supporting and participating in ASPA international initiatives including joint sponsorship of conferences abroad to expand ASPA's non-US membership and awareness of the lifetime benefits of belonging to ASPA.



Deborah LeBlanc
National University

I am Deborah LeBlanc. I am pleased to be a candidate for the District 5 National Council seat. I look forward to the

opportunity to serve urban and rural communities across our nation by promoting collaboration among public and private sector organizations in efforts to effectuate sustainable and positive programs and services in America. As Vice-President of ASPA District 5, I welcome the challenge of helping to develop conferences and programs that continue to generate viable solutions and strategies to public policy issues in America and also to provide more internships and scholarships opportunities for future public managers. Vote for Deborah LeBlanc.

CAREERCENTER

Report Finds Increase in College Student Volunteering

Washington, DC—Volunteering among college students has risen sharply in the years since the 9/11 attacks, suggesting the possible emergence of a new civic generation, according to the most comprehensive federal study ever conducted of college student volunteering in the United States.

The “College Students Helping America” report released by the federal Corporation for National and Community Service found that college student volunteering increased by 20 percent between 2002 and 2005, more than doubling the growth in the adult volunteering rate. It found that 3.3 million college students volunteered in 2005—nearly 600,000 more students than three years ago—building strong momentum toward a national goal of five million college student volunteers by 2010. Click here to read the report.

Noticeably, the growth in volunteering over the four-year period was generated primarily by youths who attended high school or were first-year college students during the terrorist attacks of September 11, 2001. The vast majority, or 84 percent, of current college student volunteers in the study were of high-school age during the attacks of 2001. They witnessed the heroic response of police officers, firefighters and other public servants who made tremendous personal sacrifices to guide victims and the nation through the traumatic event.

“The volunteer enthusiasm expressed by today’s college students could have long-lasting societal benefits,” said Robert

Grimm, Jr., director of research and policy development. “Just as the Greatest Generation was shaped by WWII and the Great Depression, the tragic events of the last few years coupled with growing university and K-12 support for volunteering and service-learning have translated into more college students mentoring, tutoring and engaging in their community in ways that could produce a lifetime habit.”

The report came a day before the announcement of the first-ever President’s Higher Education Community Service Honor Roll, a federal effort to recognize colleges that have provided the most outstanding service to their neighborhoods and to Gulf Coast communities devastated by Hurricane Katrina. More than 500 colleges submitted applications to the Honor Roll. These universities reported that than 219,000 students provided 2.2 million hours of hurricane relief support in the past year.

The Corporation conducted the study of college volunteers analyzing data collected from 2002 to 2005 as part of the Current Population Survey (CPS), a comprehensive and scientifically rigorous survey of 60,000 American households conducted by the U.S. Census Bureau and the Bureau of Labor Statistics. It is the largest national study showing trends in college student volunteering and the most comprehensive analysis of volunteering by college students.

The report contains a previously released list of state volunteer rankings for college students that finds that college volunteer rates in the states range from 21.4 percent to 62.9 percent. Six of the 10 states that rank in the top ten based on overall volunteering rates also rank in the top ten for college student volunteering rates. The top states for college student volunteering were Utah, Idaho, Oklahoma, Vermont, and Nebraska.

Among other findings in the report:

- Since September 2001, the overall percent of college students who volunteer has increased from 27.1 percent to 30.2 percent, exceeding the volunteer rate for the general adult population of 28.8 percent.
- Tutoring and mentoring youth (26.6 and 23.8 percent, respectively) are the most common volunteer activities among college student volunteers.
- 39.2 percent of black college students mentor when they volunteer, compared to 22.3 percent of white college students.
- Between 2003 and 2005, college students followed the national trend in volunteering, with females (33 percent) volunteering at a higher rate than males (26.8 percent), and whites (32 percent) volunteering at a higher rate than students of other races and ethnicities (23.6 percent).
- College students were twice as likely to volunteer as individuals of the same age

who are not enrolled in an institution of higher education (30.2 percent and 15.1 percent, respectively).

- While 23.4 percent of college student volunteers serve with religious organizations, 34.8 percent of the general adult volunteer population serves through such organizations.
- Students who work 1 to 10 hours per week part-time (46.4 percent) are more likely to volunteer than those who do not work at all (29.8 percent).
- Volunteering rates decline substantially as college students work more hours. Students who work 31 to 35 hours and 36 to 40 hours volunteer at rates of 22.8 percent and 23.2 percent, respectively.

The report brings a wealth of welcome news to those working to expand college service. College student community service and civic engagement are key elements of the new five-year strategic plan of the Corporation for National and Community Service. The Corporation is working with other federal agencies, colleges and universities, higher education and student associations, and nonprofit organizations to increase the number of college students volunteering each year to 5 million by 2010.

For more information, go to <http://www.nationalservice.gov>.

FYI...

OPM Launches Federal Government Leadership Development Program

Program Provides Searchable Catalog of Programs to Help Employees Enhance Their Leadership Skills

Washington, DC—United States Office of Personnel Management (OPM) Director Linda M. Springer touted the creation of a comprehensive catalog of professional development programs offered by the federal government—the Federal Leadership Development Program (FedLDP).

FedLDP features a library of leadership development and training programs offered by several departments and agencies to help expand the leadership skills of current and future managers, supervisors and executives throughout the federal government.

“This site is a one-stop reference for finding programs which will meet the career development needs of federal employees,” Springer added. “Offerings are added to the catalog on a regular basis and I encourage federal employees to visit this site often to find out what new learning opportunities are available.”

“FedLDP will provide more opportunities for federal employees who lead, or aspire to lead, as team leaders, supervisors, managers and executives,” Springer added. “The opportunities provided by FedLDP will help employees enhance their leader-

ship capabilities, resulting in a more effective civilian workforce.”

FedLDP is located on the OPM webpage at <http://www.opm.gov/fedldp/index.aspx>. Information on programs can be found by searching by agency or pay level.

Founding Dean of New College at Binghamton University Announced

Binghamton University President Lois B. DeFleur and Provost Mary Ann Swain recently announced that Patricia Wallace Ingraham, a public policy expert, will serve as the founding dean of the new College of Community and Public Affairs at Binghamton University.

Ingraham, a distinguished professor of public administration at Syracuse University’s Maxwell School of Citizenship and Public Affairs, assumed her new post August 23.

“We’re delighted to welcome a new dean who’s familiar with our growing University as well as the Southern Tier,” President Lois B. DeFleur said. “I look forward to working with Dean Ingraham as she solidifies the vision and mission of the College of Community and Public Affairs.”

Ingraham said she will work with faculty members to establish the college’s presence in Greater Binghamton and among scholars. The college will move

next year to the Binghamton University Education and Community Development Center, which is now under construction in downtown Binghamton.

For more details about the college, visit <http://ccpa.binghamton.edu>.

OPM Launches Online Toolkit for Federal Hiring

Washington, DC—Consider the website a toolkit. Using the tools provided, you can take important steps now toward improving the way you recruit highly qualified individuals to federal employment. The U.S. Office of Personnel Management and a nonprofit organization, Partnership for Public Service, have joined together to lend their proven tools and techniques to this website to help you improve your hiring process.

Each has assisted federal departments and agencies in improving their hiring. OPM utilized an end-to-end improvement process with special attention to a 45-day hiring model. That model helped agencies identify the steps in their processes that tended to bog down.

Meanwhile, the Partnership conducted a project called the Extreme Hiring Makeover where agencies tackled process redesign, marketing, recruiting and assessment.

For more information and to view the toolkit visit <http://www.opm.gov/hiring-toolkit/>.

Grant and Loan News

The American Grants and Loans Book is now available. This publication contains valuable information with more than 1500 financial programs, subsidies, scholarships, grants and loans offered by the United States federal government.

It also includes over 700 financing programs put forth by various Foundations and Associations across the United States.

Businesses, students, individuals, municipalities, government departments, institutions, foundations and associations will find a wealth of information that will help them with their new ventures or existing projects.

What you get:

- Description of Grant available
- Url to government website
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The Canadian Subsidy Directory is also available for Canada.

CD version: \$69.95
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CAREERCENTER

Pay It Forward...

Career Advice from an ASPA Member

Ann Hess Braga

I have spent a LONG time earning the appropriate degrees in traditional school settings. Very little in my years of education prepared me for the nuts and bolts of running a city department or the responsibility of screening and hiring professional and support staff. Individuals who are coming out of school, with little more than summer jobs or internships, find the job search process challenging, to say the least.

Many new professionals neglect to mention their “non professional” job experience in their resumes and during interviews. In so doing, they risk submitting an incomplete resume and losing the opportunity to highlight assets that could be valuable to potential employers. New professionals face a host of challenges and I hope these hints help.

It's Not about the Title, Stupid!

We all know that job titles do not reflect reality; if they did, my title—Staff Director—would better convey the responsibility of putting a wad of duct tape on the end of a wooden pole and reaching into the copy machine to get paper out. It needed to get done.

Before entering the professional world, I worked at a department store, McDonalds,

a plastics factory and as an resident assistant in the dorms, among other things. Each job, in addition to life experience, added to my skill set. The path has not been direct, but everything has had value—maybe not seen at the time, and not usually identified in the title or job description.

Having looked at nearly 2,000 resumes, including my own, I know that job titles do not mean much. I now look for how the skills learned in the applicant's past, tangible and intangible, translate into the position I am trying to fill in the organization where I work.

What to do? – RADAR

- Re-examine your resume and identify the skills you have developed, not just the jobs you have held. The skills you list may be concrete, such as use of computer programs, or they could be the ability to work with a diverse group to arrive at consensus.
- Assess your life experience for skills; not everything is learned “on the job.”
- Dissect the job description to match skills you have with those directly or indirectly listed in the advertisement.
- Analyze the organization through web sites, press clippings, and discussions with those who live there if you are

thinking of moving. ASPA members in the area can be a wealth of information.

- Reflect the job and organization needs in your cover letter or email to show how the organization can benefit from you. Also, include your thoughts on how you can benefit from the organization.

INTERVIEWS—Adopt the SHOW ME principle. Demonstrate it, don't just say it.

Take it from someone who has conducted a lot of interviews, these phrases should never be heard in an interview or seen on a cover letter/resume. If they are, provide an example as a part of your statement, not after prompting.

- “I am a team player, or work well with others.” Discuss with a specific example of the different types of roles you have taken in projects or assignments, and the results.
- “I am a people person.” Discuss how your past experiences have provided you with opportunities to meet, work with, or lead individuals with different working styles, as well as educational, life, cultural histories.
- “I can multi task.” With specifics, discuss how you have dealt with multiple tasks and assignments, what you do to organize, and how you deal

with the impossibility of getting everything done at once.

- “I know how to resolve conflicts.” Discuss the tools and skills you have developed, with examples.

And finally, when asked if you have any questions, never say “I have no questions.” There are always questions and your questions convey to interviewers want your interest in the organization. They need to hear it!

ASPA member Ann Hess Braga has served as the staff director of the Boston City Council for six years. Prior to that, Ann served as the research director and budget analyst for the City Council and has held positions in the state government, nonprofit and private sectors. Hess has both an MPA and a law degree. She is currently a member of the ASPA National Council and chairs the Capacity Steering Group. She has served in various capacities at the MA chapter and national levels of ASPA, is the co-chair of the Advisory Board for Boston's Academy of Public Service, and works with various legal and public administration organizations. She has been on the adjunct faculty at Suffolk University and has presented lectures and conducted trainings on a variety of topics. Email contact: ann.braga@cityofboston.gov

Sacramento State Offers New Program in Collaborative Governance

Ted DeAdwyler

Sacramento State has awarded its first certificates to graduate students in a new program designed to teach advanced skills in collaborative methods for public policy issues that involve multiple government agencies, nonprofit organizations, the private sector and the public.

The University's Collaborative Governance Program, believed to be one of the first of its type, this summer awarded certificates to six students.

One of those first graduates—Cathy Cruz Jefferson—says she will be able to immediately apply her new skills in her position as a program analyst for California's Commission on State Mandates, which determines if local agencies and school districts are entitled to reimbursement for increased costs mandated by the state.

“I've learned that you've got to get beyond the politics and adversarial relationships to seek better solutions through collaboration,” says Jefferson, who has a bachelor's degree in business administration with a concentration in strategic management and a master's degree in public administration, both from Sacramento State. “Overall, the program gives you a different mental model in approaching these issues.”

The certificate program, developed in association with Sacramento State's



Sacramento State University's Collaborative Governance Program, believed to be one of the first of its type, this summer awarded certificates to six students.

Center for Collaborative Policy, builds on the master's degree offered by the university's Department of Public Policy and Administration to teach the difficult process of how policymakers can work with often competing interests to resolve complex public policy issues.

“The skills of collaborative governance to successfully solve policy issues are needed now more than ever before because of the multiple agencies involved in many policy decisions today,” said David E. Booher, a top policy expert at the university's Center for Collaborative Policy who helped create the certificate program.

Collaborative governance, often called deliberative and participatory governance, calls for active participation of advocacy groups, businesses, non-governmental organizations and citizens in government decision-making. Experts in public policy are calling the emerging field of collaborative governance an important new development for the health of democracy.

The certificate program at Sacramento State began with a grant from the Hewlett Foundation for development of collaborative governance courses in the department. Both faculty and students worked together to do initial planning for the courses.

The certificate program consists of three courses open to graduate public policy students or those who already have a master's degree in public policy. The initial class provides an introduction to collaborative policy making and includes discussion on interpretative policy analysis, public participation and resolution of policy controversies. A second class helps students put those concepts into practice by focusing on topics such as building multi-party consensus.

The final course, which was taught over the summer, gives students skills in advance practice in collaborative policy. Students, most of whom are mid-career professionals, learn about conflict analysis and assessment, collaborative policy making methods and techniques, and working with the media. One of the exercises in that class called for students to play the roles of managers in different agencies working on an emergency response plan to share federal funds. “As we have seen in the aftermath of Hurricane Katrina, agencies have to be able to work together successfully,” said Booher.

Ted Lascher, chair of the Department of Public Policy and Administration at Sacramento State, added: “We're very proud of the certificate students, and pleased to offer a cutting edge program that's virtually unique in the nation.”

Ted DeAdwyler is a news writer in the Sacramento State Public Affairs Office.

The Recruiter

WHERE EMPLOYERS AND JOB SEEKERS MEET.

UNIVERSITY POSITIONS

Tenure-track Faculty Member, Public Administration 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 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: rnyhan@fau.edu, <http://www.fau.edu/spa>

Florida Atlantic University is an Equal Opportunity/Access Institution.

Assistant Professor Position Public Administration and Policy Analysis Department Southern Illinois University Edwardsville

Desired Areas of Specialization Include: Public Budgeting, Quantitative Analysis, Human Resource Administration, Public Management, Health Care Management, Local Government Administration, Community Development or other related field.

NASPAA accredited Department is seeking applications for a tenure track position at the Assistant Professor rank to begin August 1, 2007. This is a replacement position for a retired faculty member. Applicants with either a Ph.D. or DPA in public administration or a related field are preferred, ABD candidates may be considered. Desired area of research and teaching specializations defined above. Candidates should have a strong background in computer applications.

A strong commitment to teaching and evidence of scholarly potential with a desire to support the service mission of the Department. Primary responsibilities of this position include: 1) teaching graduate courses in the MPA program; 2) establishing a quality scholarship record; and 3) participating in public and University service activities on behalf of the Department.

The Public Administration and Policy Analysis Department consists of seven full-time faculty and has an enrollment of over 100 students. Significant opportunities exist for grants, research, contracts and consulting in the greater St. Louis metropolitan area.

SIUE offers a broad range of degrees and programs ranging from career-oriented fields to the more traditional

liberal arts. the University has an enrollment of over 13,500 students on a 2,500 acre campus about 25 minutes from downtown St. Louis.

Applications may be reviewed until the position is filled, with review of applicant files beginning December 1, 2006 and continuing until the position is filled. SIUE is an equal opportunity employer. Minorities and women are encouraged to apply.

Send a letter of application with a statement of teaching and research interests, C.V., photocopy of transcripts (official copies will be required at time of interview), three letters of reference and other supporting documents to: Search Committee, Public Administration and Policy Analysis, Campus Box 1457, Southern Illinois University Edwardsville, Edwardsville, IL 62026-1457

All Ranks, Any Fields in Public Administration The School of Public Economics and Administration Shanghai University of Finance and Economics (SHUFE)

The School of Public Economics and Administration, Shanghai University of Finance and Economics (SHUFE), invites applications for all ranks and any fields in Public Administration. Fields include but are not restricted to the following areas: public administration, government and non-profit management, public policies, public finance, urban planning and regional studies, political science, political psychology, etc. The school has fiscal policy and public finance programs which are ranked at the top in the nation, and the school currently has an ambitious plan to build up some best programs in the country. Applicants for assistant professors should have a Ph.D. degree in relevant fields and strong research potentials and teaching abilities. Candidates with excellent established research and teaching records are welcome to apply for senior positions. Annual compensation is RMB 150,000 - 500,000, based on qualification. Candidates should submit a CV, transcripts, representative research papers, and three recommendation letters. Positions remain open until filled. Recruiting Committee, School of Public Economics and Administration, Shanghai University of Finance and Economics, Shanghai, China, 200433. Tel: 86-21-65903686. To expedite the application, please email the application package to: jobpa@mail.shufe.edu.cn.

Associate Director for Public Service Robert B. and Helen S. Meyner Center for the Study of State and Local Government Lafayette College

The Robert B. and Helen S. Meyner Center for the Study of State and Local Government, Lafayette College, invites applications for Associate Director for Public Service, a 12-month administrative position. Applicants should have extensive experience in state-local public service and/or a graduate degree in public administration with practical experience. Position responsibilities include ability to work with local, state, and federal officials and relevant civic organizations in the Lehigh Valley and tri-state (PA-NY-NJ) region; organize forums, lectures, and training programs; obtain grants and contracts for technical assistance, training activities, and policy research; and provide other services to local and state governments, agencies, and COGs. Applicants should submit an application letter, complete resume or CV, letter of recommendation, contact information for three additional references, and writing or speech samples, if applicable. Applications should be submitted no later than November 15, 2006, to Prof. John Kincaid; Meyner Center; 002 Kirby Hall of Civil Rights; Lafayette College; Easton, PA 18042-1785. Lafayette College is an Equal Opportunity Employer.

Assistant Professor of Public Administration/Political Science Department of Political Science Valdosta State University

The Department of Political Science invites applications for a tenure-track position at the Assistant Professor rank beginning August 1, 2007. An earned doctorate in Political Science or Public Administration is required. Primary teaching responsibility will be in a NASPAA-accredited Master of Public Administration Program. All areas within public administration will be considered, but preference will be given to candidates who can teach quantitative methods for public administration and/or budgeting/financial management. The position has secondary teaching responsibility in the undergraduate Political Science Program, including teaching American Government and/or Introduction to Political Science. Professional activities, student advising, and service to the University and to the community are required. Send application, three letters of reference, sample of written work, teaching evaluations (if available), and faculty application form (available at http://www.valdosta.edu/academic/forms/fac_employment_app.pdf) to: Dr. Nolan J. Argyle, MPA Coordinator and Search Committee Chair, Department of Political Science, Valdosta State University, 1500 N. Patterson St. - WH 101, Valdosta, Georgia 31698-0058. A review of applicants will begin November 1, 2006. Applications from minorities and women are encouraged. Valdosta State University is an equal opportunity educational institution.

Associate Professor Public Administration Department University of Illinois at Springfield

The University of Illinois at Springfield invites applications for a faculty position with rank of Associate Professor to serve as Chair of the Public Administration Department. The Department of Public Administration offers a NASPAA-accredited MPA program and is in the process of developing and delivering a new online MPA program. The department is housed within the College of Public Affairs and Administration, plays a central role in the university's only doctoral program, and has a long history of public service in the community.

Qualifications include an earned doctorate in public administration, political science, or a related field, with strong teaching and research interests in one or more of the disciplines of public administration or public policy analysis. Applicants must have a strong record of excellence in teaching, scholarship, and public service sufficient to qualify for tenure and the rank of associate professor. Applicants also should have experience or an interest in the administration of graduate programs in public administration or a related field. Salaries are competitive, depending on qualifications.

The Recruiter

WHERE EMPLOYERS AND JOB SEEKERS MEET.

UNIVERSITY POSITIONS

Located in the state capital, the University of Illinois at Springfield is one of three campuses of the University of Illinois. The UIS campus serves over 4,000 students in 19 graduate and 20 undergraduate programs. The academic curriculum of the campus emphasizes a strong liberal arts core, an array of professional programs, extensive opportunities in experiential education, and a broad engagement in public affairs issue. The campus offers many small classes, substantial student-faculty interaction, and a technology enhanced learning environment. Its diverse student body includes traditional, non-traditional, and international students. Its faculty are committed teachers, active scholars, and professionals in service to society.

Screening of applications will begin November 13, 2006 and will continue until the position is filled. Inquiries may be directed to search committee co-chair Dr. Patrick Mullen by e-mail at pmull2@uis.edu or by phone at 217-206-8326. Please send letter of application, curriculum vitae, names, addresses and telephone numbers of three references, and any other pertinent information to: Public Administration Search Committee, c/o Gael Carnes, PAC 420, University of Illinois at Springfield, One University Plaza, Springfield, Illinois 62703-5407

UIS is an affirmative action/equal employment opportunity employer with a strong institutional commitment to recruitment and retention of a diverse and inclusive campus community. Persons with disabilities, women, and minorities, are encouraged to apply.

Tenure track Assistant Professor University of Wisconsin-La Crosse

Tenure track Assistant Professor beginning August 27, 2007 at the University of Wisconsin-La Crosse in the field of Public Policy and Public Administration. Applicants must have completed a Ph.D. in Political Science or Public Administration by July 15, 2007. Candidates should be committed to excellence in undergraduate teaching and should be interested and able to teach introductory and advanced courses in public policy and public administration in one or more of the following areas: health policy, environmental policy, and/or research methods. In addition, the successful applicant will teach introductory courses in American government and/or state and local politics. Faculty at UW-L emphasize excellence in teaching, pursue scholarly activities within a broad definition of scholarship, and engage with undergraduates in applied research and service activities for state and local governments and nonprofit agencies.

Faculty responsibilities typically include advising and supervision of interns and study-abroad students. The nine-member department offers undergraduate majors and minors in political science and public administration and offers courses for interdisciplinary minors in minority affairs, international studies, women's studies, and environmental studies.

The usual teaching load is three preparations and four (3-unit) courses per semester. Application packages must include (1) cover letter addressing teaching philosophy and areas of teaching and scholarly interests; (2) samples or summaries of recent teaching evaluations (if applicant has teaching experience); (3) curriculum vitae; (4) graduate transcripts (unofficial copies are acceptable for application but official copies will be required for appointment); and (5) three letters of recommendation to Dr. Curt Reithel, Chair, Department of Political Science/Public Administration, UW-La Crosse, 1725 State Street, La Crosse, WI 54601. Materials must be received by December 8, 2006.

The University of Wisconsin-La Crosse seeks to create inclusive teaching and learning communities. As an Affirmative Action, Equal Opportunity employer, the university is engaged in an effort to be a leader in Wisconsin's movement toward increased diversity. Women, persons of color, and individuals with a disability are encouraged to apply. If you have a special need / accommodation to aid your participation in our hiring process, please contact the department chair at (608) 785-8434 or reithel.curt@uwlax.edu to make appropriate arrangements.

Assistant Professor in Public Administration, Public Safety Management track SUNY College at Brockport

The SUNY Brockport Department of Public Administration invites applications for a tenure-track Assistant Professor for its MPA program in the area of public safety management to begin August 15, 2007.

Responsibilities include teaching graduate courses in the MPA program related to the public safety management track, establishing and maintaining relationships with public safety organizations in the region, continuing contributions of scholarship, and service to the department and college.

Required Qualifications: Ph.D. or ABD, with a designated completion date, in Public Administration, Criminal Justice/Criminology, or related field; demonstrated effectiveness in teaching, and scholarly potential. Management experience in public safety organization, and experience with nonprofit organizations, are preferred.

Review of applications will begin immediately and continue until the position is filled. Interested individuals should apply online at www.brockportrecruit.org by submitting a cover letter, CV, writing sample, statement of teaching philosophy, and statement of research plans

SUNY Brockport is located in the historic village of Brockport (population 9,700) which lies along the banks of the old Erie Canal. Brockport is 16 miles west of Rochester and 60 miles east of Buffalo.

Visit our webpage at www.brockport.edu/pubadmin. Questions can be directed to the Department chair, Jim Fatula, Ph.D., jfatula@Brockport.edu.

American Politics-Criminal Justice Policy and Administration. University of Michigan-Dearborn

The Department of Social Sciences at The University of Michigan-Dearborn is seeking candidates for a tenure track appointment as an assistant professor of political science or criminal justice in the areas of American Politics and Criminal Justice to begin September 1, 2007. Among the qualifications required for the appointment is the Ph.D. degree or near completion of the Ph.D. Candidates with a commitment to teaching excellence, strong methodological skills, and a demonstrated record of research productivity will be given preference. The candidate must be able to teach in the area of American politics generally and offer courses in the criminal justice policy and administration fields.

The candidate must be able to teach quantitative research methods. Candidates are expected to have interest and research expertise in the criminal justice policy and administration areas, especially (but not limited to) crimino-

logical theory; advanced principles of criminal justice; comparative criminal justice; law and social policy. Other specialized policy areas are highly desirable. The candidate would be expected to teach in the undergraduate programs in political science and criminal justice as well as in the Department's master's degree program in public policy.

The University of Michigan-Dearborn is dedicated to the goal of building a culturally diverse and pluralistic faculty committed to teaching and working in a multicultural environment, and strongly encourages applications from minorities and women. Applicants should submit a cover letter indicating teaching and research interests, a curriculum vitae, official graduate transcripts, writing samples, evidence of teaching effectiveness, and three letters of recommendation. Review of applications will begin December 1st but applications will be accepted until the position is filled.

Send all materials to: Prof. Donald Anderson, Chair of the American Politics-Criminal Justice Search Committee, Department of Social Sciences, University of Michigan-Dearborn, 4901 Evergreen, Dearborn, MI 48128. The University of Michigan-Dearborn is an equal opportunity /affirmative action employer.

Faculty Positions in Public Policy School of Public Policy Georgia Institute of Technology

Georgia Tech's School of Public Policy seeks applicants for two faculty positions in public policy. While the rank is open we anticipate that at least one position will be at the senior level. Both positions are full-time, tenure track posts which will start August 2007. Ph.D. required; the discipline is open. Candidates must have a significant record of public policy research. Women and minority applicants encouraged. Applicants should provide a vita, cover letter and the names and addresses of at least three references.

The Georgia Tech School of Public Policy offers degree programs at the bachelors, masters, and doctoral levels. The School has areas of emphasis in science, technology and innovation policy, environmental policy, energy policy, information technology policy, and economic development policy. The School's teaching emphasizes analytical methods and policy processes. For more information about the Georgia Tech School of Public Policy, see <http://www.spp.gatech.edu>

Georgia Tech is an internationally recognized technological university. Georgia Tech's staff include more than 800 academic faculty and nearly 1,300 full-time researchers. Georgia Tech conducts externally-sponsored research for public and private organizations valued at more than \$425 million annually, making the university one of the leading U.S. research institutions in engineering, science, and technology.

Send application materials to Karen Halstead, Search Secretary, School of Public Policy, Georgia Institute of Technology, Atlanta, GA 30332-0345, USA; or apply by email to facsearch@pubpolicy.gatech.edu, with hard copy following by regular mail. The availability of two positions is contingent on funding.

An Equal Education/Employment Opportunity Institution.

Assistant Professor, Public Policy and/or Public Administration Andrew Young School of Policy Studies Georgia State University

The Department of Public Administration and Urban Studies seeks a strong researcher and teacher to fill a tenure track position, most likely at the assistant professor level, beginning fall 2007. The department invites applications from individuals with expertise in public policy (particularly in substantive fields such as health care, child policy, non-profit policy, and education), evaluation, and/or public administration.

The Andrew Young School ranks 26th overall among graduate programs in public affairs in the US News rankings, as well as 5th in public budgeting and finance, 12th in urban policy and management, 16th in public administration and management, and 21st in public policy analysis. Our highly productive faculty, recently listed as the 5th most productive in public administration journals over the past decade, supports junior colleagues in building academic careers. The department offers a NASPAA-accredited MPA, masters and undergraduate degrees in urban policy studies, a new undergraduate major in public policy and, in partnership with Georgia Tech, a doctorate in public policy. Our policy research centers and our new offices in downtown Atlanta, at the heart of a vibrant public and nonprofit sector, provide excellent opportunities for applied research that contributes to policy-making and management at all levels of government.

Candidates should submit a letter of interest, curriculum vitae, graduate transcripts, three letters of recommendation, a sample of scholarship, and any teaching evaluations to Chair, Faculty Search Committee, Department of Public Administration and Urban Studies, P.O. Box 3992, Georgia State University, Atlanta, GA 30302-3992. The position requires a doctorate in an appropriate field of study from an accredited university by August 2007. Information about the Andrew Young School is available at www.aysps.gsu.edu. Georgia State University, a unit of the University System of Georgia, is an equal opportunity educational institution and an equal opportunity affirmative action employer.

Two Faculty Positions, Assistant Level The Maxine Goodman Levin College of Urban Affairs Cleveland State University

The Maxine Goodman Levin College of Urban Affairs and its Department of Urban Studies at Cleveland State University seek candidates for two full-time faculty positions at the rank of Assistant Professor to begin in August 2007. The Levin College has been ranked second in the nation for the study of city management/urban policy in the last three surveys by U.S. News & World Report. The College offers nine academic degrees, five dual degrees, five certificate programs, and 15 research centers. For additional information, please view our webpage: www.urban.csuohio.edu

Cleveland State University is a comprehensive metropolitan university committed to providing an education of high quality to approximately 16,000 students with diverse backgrounds, experiences, and interests. For more information, please visit: www.csuohio.edu

The Recruiter

WHERE EMPLOYERS AND JOB SEEKERS MEET.

UNIVERSITY POSITIONS

Position 1 – Economic and Regional Development

Minimum Qualifications: The successful candidate will strengthen the College's research and teaching capacity in economic and regional development across several graduate specializations and certificate programs. All requirements of a Ph.D. degree in City and Regional Planning, Economics, Regional Science, Public Management, Urban Studies, or a related field, must be completed by position start date (August 18, 2007). Candidates are expected to teach at both the undergraduate and graduate levels.

Preferred Qualifications: A background that includes program evaluation.

Position 2 – GIS/Planning

Minimum Qualifications: The successful candidate will strengthen the College's Geographic Information System (GIS) capacity in research and training. While primary research interests are open, they must be related to the Urban Planning, Design And Development (MUPDD) program. All requirements of a Ph.D. degree in such fields as City and Regional Planning, Geography, Natural Resource Management, or a related field, must be completed by position start date (August 18, 2007). Candidates are expected to teach at both the undergraduate and graduate levels.

Preferred Qualifications: Environmental planning or natural resource management.

Review of applications will begin November 20, 2006. Both positions are open until filled.

Applicants should send a statement of interest (and are encouraged to indicate their teaching interests and which, if any, of the College's research centers offer possible collaborative opportunities for research and public service), a curriculum vita, and the contact information of three references to: Professor Wendy Kellogg, Chair, Faculty Search Committee, c/o Lynette Walker, Office of the Dean, College of Urban Affairs, Cleveland State University, 2121 Euclid Avenue, UR 335, Cleveland, OH 44115.

CSU is an AA/EOE institution committed to non-discrimination in employment and education. M/F/D/V encouraged.

Several Positions School of Public Affairs University of Baltimore

Recruitment is now underway for the following positions in University Of Baltimore's School of Public Affairs, effective August 2007

1) Senior associate professor with appropriate terminal degree for the School's graduate (MS) and undergraduate (BS) Health Systems Management Programs. 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.

2) Entry level assistant professor with PhD for the School's graduate MPA and undergraduate programs. Candidates' areas of teaching and research interests should focus on any combination of the following areas: public policy, policy implementation, social welfare policy, and quantitative methods.

3) Entry level assistant professor with PhD whose teaching and research interests should concentrate heavily on public budgeting, fiscal methods and processes, public finance, and financial management.

4) Entry level assistant professor with PhD whose teaching and research interests should focus on basic public administration, advanced courses in public management, bureaucracy, organization theory, and public sector legal-ethical environment.

Candidates for all four positions must be web literate, must show evidence of being committed to scholarly research, and be willing to engage in sponsored research, either independently or in conjunction with the SPA's Schaefer Center for Public Policy, 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.

In responding, indicate clearly the position for which one is applying.

Send vita and list of references to Ms. Margaret Shamer, Search Committee Coordinator, School of Public Affairs, University of Baltimore, 1304 St. Paul Street, Baltimore, MD 21202, 410-837-6197, mshamer@ubalt.edu

Screening for the position will begin December 1, 2006 and will continue until filled. The

University of Baltimore is an Equal Opportunity/ Affirmative Action employer.

Justice Studies Position The Department of Justice Studies/Master of Justice Administration Program Methodist College

JUSTICE STUDIES POSITION The Department of Justice Studies/Master of Justice Administration Program at Methodist College, an Equal Opportunity Employer, is seeking to fill a full-time tenure track position to begin July 1, 2007. Teaching responsibilities will be in both the undergraduate and graduate programs. A combination of a PhD/DPA in Public Administration or a PhD in Criminal Justice, prior employment in the criminal justice system and/or teaching experience in higher education is preferred. Members of populations underrepresented in higher education are encouraged to apply. Methodist College reserves the right to authenticate academic and professional credentials and to consult public records prior to extending offers of employment. Further information on Methodist College and the Justice Studies/Master of Justice Administration Program is available at www.methodist.edu and www.methodist.edu/justice. Information on the local area can be accessed at www.methodist.edu. Send letter of application, graduate transcripts, current vita, and the names and telephone numbers of three references to: Dr. Darl H. Champion, Sr., Chair, Department of Justice Studies, Methodist College, 5400 Ramsey Street, Fayetteville, NC 28311. Review of applications will begin on December 1, 2006, but applications will be accepted until the position is filled.

Assistant Professor of Public Administration School of Public Affairs Penn State Harrisburg

Penn State Harrisburg, the Capital College, School of Public Affairs, invites applications for a tenure-track position in Public Administration with appointment at the Assistant Professor rank, beginning August 2007. Areas of

teaching and research expertise must include Research Methods and Information Management. We welcome candidates with secondary areas of interest such as Public Management, Human Resources Management, Non-Profit Management, Network Organization and Management, Financial Management, and so on.

Qualifications include an earned doctorate in Public Administration or a related discipline. We give preference to candidates with scholarly promise and teaching experience. The primary assignment is the Master of Public Administration (MPA) and Ph.D. in Public Administration programs, although the candidate might teach in other programs as well, as interest and expertise dictate.

For more information on the School, its programs, and its faculty, visit our web site at <http://www.hbg.psu.edu/spa>.

Please send letter of application, curriculum vitae, with names and addresses of five professional references to: Public Administration Search Committee, c/o Mrs. Dorothy J. Guy, Director of Human Resources, Penn State Capital College, Box PAT, 777 West Harrisburg Pike, Middletown, PA 17057-4898. Application review will begin immediately and continue until the position is filled. Penn State is committed to affirmative action, equal opportunity, and the diversity of its work force.

Assistant or Associate Professor of Public Administration School of Public Affairs Penn State Harrisburg

Penn State Harrisburg, the Capital College, School of Public Affairs, invites applications for a tenure-track position (Assistant or Associate level, depending upon experience and qualification) in Public Administration with appointment beginning August, 2007. Areas of teaching and research expertise must include Organizational Theory and Behavior and Organizational Change and Development. It would be desirable for the candidate to be able to teach Human Resources Administration and/or Non-Profit Administration.

Qualifications include an earned doctorate in Public Administration or a related discipline. For applicants at the Assistant Professor level, we prefer candidates with scholarly promise and teaching experience; for appointment at the Associate Professor level, we would expect a record of good teaching and publication. The primary assignment is the Master of Public Administration (MPA) and Ph.D. in Public Administration programs, although the candidate might teach in other programs as well, as interest and expertise dictate.

For more information on the School, its programs, and its faculty, visit our web site at <http://www.hbg.psu.edu/spa>.

Please send letter of application, curriculum vitae, with names and addresses of five professional references to: Public Administration Search Committee, c/o Mrs. Dorothy J. Guy, Director of Human Resources, Penn State Capital College, Box PAT, 777 West Harrisburg Pike, Middletown, PA 17057-4898. Application review will begin immediately and continue until the position is filled. Penn State is committed to affirmative action, equal opportunity, and the diversity of its work force.

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 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.

Assistant Professor Program in Public Administration University of Texas Pan American, F06/07-42

The University of Texas Pan American's Program in Public Administration is seeking a faculty member for the Fall 2007. The position is tenure track at the assistant professor rank. A PhD in Public Administration or closely related field such as Public Affairs, Public Policy, Political Science, etc. or DPA is required. Please visit The University of Texas-Pan American, Human Resources Employment Opportunity for Faculty website at <http://www.utpa.edu/humanresources/employment/FACULTY.HTML> for a complete position announcement. Review of applications will begin in December 2006 and will continue until filled.

NOTE: UTPA is an Affirmative Action/Equal Opportunity employer. Women and minority are encouraged to apply. This position is security-sensitive as defined by the Texas Education Code §51.215(c) and the Texas Government Code §411.0944(a)(2). Position is contingent upon funding.

Know Your Code

This column is a continuation of a semi-regular feature in PA TIMES. 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.

Enforcing a Code of Ethics

Jack D. Kem

The E-mail Discussion

In one of my e-mail discussions regarding earlier editions of the “Know Your Code” columns, I asked the following questions: Now that we’ve looked at the Code in detail, is the Code merely like a necktie that is just for appearance and rapidly falling out of fashion? Does having a Code of Ethics really matter? Should we have an “enforcement mechanism” for those who don’t adhere to the Code? Should the Code really take a different form? Is the lack of interest in the Code a symptom of the divergent worlds of the academics and practitioners in ASPA, with the academics trying to give “guidance” to the real world practitioners?

The answer I received was honest, but disheartening...

“My concern is that the rank and file (members) really aren’t into this exercise because the Code really isn’t as relevant to them as we would like to think it is.”

“IPMA’s approach to ethics does include an enforcement component. It isn’t much, essentially a banishment, but it does seem to be somewhat effective, or at least more attention getting. However, IPMA really uses a code that is more of a code of conduct rather than the aspirational code that ASPA has (at least I think of it as aspirational). I think the idea of “enforcement” has been surfaced in some levels of ASPA, but it has never gotten beyond the discussion phase.”

“Since professional organizations are supposed to have, by some definitions, a code of conduct/ethics, then ASPA must have such a Code in order to maintain its

credibility as being such an organization. However, since ASPA is now in a state of accelerating membership decline, the point of having a Code is in danger of becoming moot.”

“Logically, the practitioners in ASPA are the ones who should be the most concerned about how to apply the Code on a daily basis. However, if they don’t find the Code to be truly relevant in any real sense, then they aren’t going to be apt to ask about how to apply it.”

What the ASPA Code Says

The discussion caused me to look at the ASPA Code of Ethics again to see if it really is an “aspirational” code or if it is more of a code of conduct. The major headings of the Code and their descriptions are “aspirational”:

- I. Serve the Public Interest: Serve the public, beyond serving oneself.
- II. Respect the Constitution and the Law: Respect, support, and study government constitutions and laws that define responsibilities of public agencies, employees, and all citizens.
- III. Demonstrate Personal Integrity: Demonstrate the highest standards in all activities to inspire public confidence and trust in public service.
- IV. Promote Ethical Organizations: Strengthen organizational capabilities to apply ethics, efficiency and effectiveness in serving the public.
- V. Strive for Professional Excellence: Strengthen individual capabilities and encourage the professional development of others.

At the end of each of these statements, however, there is a statement that “ASPA

members are committed to:” followed by between four and eight statements. All of these statements have a behavioral component, such as “Ensure that others receive credit for their work and contributions.” Generally, each of these statements can be measured by behavior, and are more than simply “aspirational.”

What the ASPA Bylaws Say

The current membership form (dated March 2006) has a statement on the front page that apparently is required to be “checked” for membership—the statement simply says “I have read and agree with ASPA’s Code of Ethics.” Is there an enforcement mechanism if one “checks the block” but doesn’t display the behaviors noted in the Code of Ethics?

Article I (Purposes) of the ASPA By-Laws states “the Society undertakes its professional and educational activities to advance and advocate excellence in public service by...upholding and promoting integrity, ethics, and professionalism in the public service.”

Article II (Membership), Section 5 (Termination or Denial of Membership) of the ASPA By-Laws states that “Membership shall terminate automatically without the necessity of any action by the Council whenever any member fails to pay dues when said dues are due and payable or when in its sole and absolute discretion the Council determines that any member appears to have acted in violation of the Society’s Code of Ethics as published from time to time.”

The Bylaws clearly state that ASPA has the purpose to uphold and promote integrity—and the ASPA Council has “sole and absolute” discretion to terminate the

membership from a member who acts in violation of the Code.

What Next?

There is indeed an “enforcement mechanism” for the ASPA Code, but the Code certainly wasn’t developed to initiate and justify a “witch hunt” to find unethical behavior. The Code has, in my opinion, an appropriate blend of aspirational and behavioral statements – statements that should be reviewed periodically by practitioners and academics alike as a touchstone for the profession of public administration. All ASPA members apparently have at least attested that they have read and agreed with the ASPA Code of Ethics by accepting membership in the Society.

The question that was not answered was “Is the lack of interest in the Code of Ethics a symptom of the divergent worlds of the academics and practitioners in ASPA, with the academics trying to give “guidance” to the real world practitioners?” My e-mail correspondent stated that if practitioners “don’t find the Code to be truly relevant in any real sense, then they aren’t going to be apt to ask about how to apply it.”

Practitioners, sound off—is the ASPA Code of Ethics relevant to you? If not, how should it be changed to become relevant?

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The opinions stated in this article do not reflect the official position of ASPA or the ASPA Ethics Section. To respond to this article, please e-mail KnowYourCode@aspanet.org.

Academy Must Have Support from Both Sides of Political Spectrum

From PUBLIC SERVICE ACADEMY, pg. 18

education, students must add an additional year to their service commitment. Thus, an Academy graduate who pursues a four-year medical degree will be responsible for serving the nation for a total of nine years following their graduation from medical school—the required five years, plus four additional years. The nation will benefit from having service-minded doctors, scientists, lawyers and other highly-trained professionals spend nearly a decade in public service, while Academy graduates will be able to pursue their studies without suffering economic hardship.

Why should the American people support the Academy?

• **Patriotism:** The Academy will help make America stronger, safer and better. From the application process to the academic program to the post-graduation service requirement, it will instill in its students a culture of service and duty to this nation and our ideals of freedom, democracy and equal opportunity. Each year, the Academy will graduate nearly 1,300 young civilian leaders ready to “establish justice, insure domestic tranquility and

promote the general welfare” in local communities around the country.

- **Competence:** The Academy will promote the bipartisan goal of good government and strong public institutions. No matter how much we may disagree about the appropriate size of government, Americans of all political stripes want our government and our public institutions to work. The Academy will help make our government more efficient and effective by developing young public servants with the academic training, personal experience and long-term commitment they need to become competent leaders able to handle the challenges of the 21st century.
- **Regional diversity:** The Academy will be America’s first truly national civilian university. The Academy’s admissions process will be tied to states, thus guaranteeing that students from all regions of the country will live and study in the same place. As a result, it will be perhaps the most regionally, economically and ideologically diverse campus in America.

Accessible to all Americans, regardless of income or geography, it will bring to campus a rich mix of our nation’s population—rural and urban, conservative and liberal, Northern and Southern, small

town and suburb, East Coast and West Coast, Red State and Blue State. Following graduation, Academy graduates will return home not only willing and able to serve their communities, but also connected by personal experience to their fellow public servants in other communities across the nation.

- **Timing:** The Academy has never been more needed. From 9/11 to Hurricane Katrina to our struggle with international terrorism, we have witnessed both the remarkable resilience of our people and the frustrating failures of too many of our public institutions. These tragedies, along with chronic problems in our public schools, inner cities and elsewhere, have underscored the importance of effective public service. They also have inspired a new generation of young people willing to commit themselves to making this nation the best place in the world to live. The Academy will tap into this spirit of service and offer a national institution where young people can get a practical, service-oriented education that will train them to become effective public leaders.

How realistic is this politically? The Academy is not a Republican idea, it is not a Democratic idea, it is an American idea.

There is strong bipartisan support for national service, particularly in the wake of September 11 and Hurricane Katrina. We all can agree that no matter the size, no matter the policy, our government and our public institutions should work for the American people.

With courageous leaders from both sides of the political aisle, we can create a lasting institution that will stand as a monument to visionary leadership. Americans are a can-do people and we can build this Academy just as we have built the military academies, the Peace Corps and other publicly-supported service institutions.

How can I get more information? To learn more about the effort to build a Public Service Academy, please visit our web site: www.uspublicserviceacademy.org. You also may contact: Chris Myers Asch, 6015 Western Avenue NW, Washington, DC 20015, 662-207-4744, asch@uspublicserviceacademy.org

ASPA member Antoinette Samuel is the executive director of ASPA. E-mail: tsamuel@aspanet.org.

CONFERENCE CALENDAR

November 2006

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

February 2007

12-13 AGA's Fifth Annual National Leadership Conference
Theme: Forging New Paths to Improved Accountability
Location: The Ronald Reagan Building and International Trade Center, Washington, DC
More Info.: www.agacgfm.org/nlc

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
More Info.: www.aspanet.org

April 2007

4-5 Excellence in Government Conference
Location: Washington D.C. Convention Center
Register here: www.letsmeet.net/forms/eig/

May 2007

31-June 2 Leading the Future of the Public Sector: The Third Transatlantic Dialogue International Conference,
Location: University of Delaware, Newark, Delaware
More Info.: <http://www.ipa.udel.edu/>

June 2007

25-27 AGA's 56th Annual Professional Development Conference and Exposition
Theme: Creating Exceptional Value in a Changing World
Location: Nashville Convention Center, Nashville, TN
More Info.: www.agacgfm.org/pdc

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

www.aspanet.org

AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION

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