

**PA TIMES**

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**Public Service Recognition Week  
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*Washington, DC—Public Service Recognition Week (PSRW), an annual celebration honoring America's public servants, was held on May 2-8, 2005. The Week is a time set aside to honor those who ensure that our government is the best in the world.*

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*The "power of pride" is real in everyday organizational and personal life and we should never forget why this is so. It is a power that is derived from accomplishments.* —Donald C. Menzel

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*Last month Erik Bergrud, ASPA's director of program and service development, informed me of his decision to accept a new position with Park University, Kansas City, MO.*—Antoinette Samuel

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# PA TIMES

28 Years • 1977-2005

A Powerful Voice for Public Service . . .

## Federal Employee Commitment to Public Service Remains Strong

**However, OPM Survey Found System Lacks Link Between Performance and Pay**

Washington, DC— Dan Blair, acting director of the U.S. Office of Personnel Management, recently released the results of the comprehensive "2004 Federal Human Capital Survey," which OPM conducted to gauge the perceptions of federal employees on issues related to the civilian workforce.

Commenting on the survey Blair stated, "We are proud to report that our employees' commitment to the mission of Working for America is as strong as ever. Ninety one percent of federal employees believe the work they do is important. This proves our employees are dedicated to providing the services this nation wants and deserves."

Nearly 150,000 employees responded to the 88-question survey that asked for employees' views on leadership quality, performance culture and talent capacity within the federal workforce. There was a 54 percent response rate to the survey.

This is the second Federal Human Capital Survey OPM has conducted on the workforce. Along with the data from the 2002 survey, this is a tool OPM can use to monitor human capital management results, focus on key human capital management systems and develop common metrics. The information will be provided to individual agencies and support agency-specific analysis and application of results.

Blair said, "There is a strong perception that

See **FEDERAL EMPLOYEES**, pg. 2

### PSRW Mall Event Attracts Thousands



Photo Courtesy of Public Employees Roundtable

From May 5-8, in celebration of Public Service Recognition Week (PSRW) more than 100 federal, civilian and military agencies displayed to thousands of visitors the services they provide to our nation. For more information on the National Mall Event and to see what ASPA Chapters did to celebrate PSRW go to pages 15 and 21.

## IACF: Homeland Security Fails State, Tribal, Local Officials

**International Association of Chiefs of Police Report Identifies Keys to Successful Homeland Security Strategy**

Alexandria, VA—The nation's current homeland security strategy, by failing to sufficiently incorporate the advice, expertise or consent of state, tribal and local public safety organizations, is fundamentally flawed, according to a new report released by the International Association of Chiefs of Police (IACP).

The report, titled "From Hometown Security to Homeland Security: IACP's Principles For A Locally Designed and Nationally Coordinated Homeland Security Strategy," identifies five principles that are key to developing a successful homeland security strategy and protecting our communities.

See **HOMELAND SECURITY**, pg. 2

## GAO Finds Government Lax on Wi-Fi Controls

**"Signal Leakage" and Unauthorized Activity Found at Six Federal Facilities**

Washington, DC—Wireless networks offer a wide range of benefits to federal agencies, including increased flexibility and ease of network installation. They also present significant security challenges, including protecting against attacks to wireless networks, establishing physical control over wireless-enabled devices, and preventing unauthorized deployments of wireless networks. To secure wireless devices and networks and protect federal information and information systems, it is crucial for agencies to implement controls—such

as developing wireless security policies, configuring their security tools to meet policy requirements, monitoring their wireless networks and training their staffs in wireless security.

However, federal agencies have not fully implemented key controls such as policies, practices, and tools that would

See **WI-FI**, pg. 12

# OPM Survey Finds Majority of Federal Employees Believe They Do Important Work

From **FEDERAL EMPLOYEES**, pg. 1

excellent performance is not properly recognized and that action is not taken against poor performers. And employees answering the survey said federal agencies have more work to do to increase employees' confidence in the leadership they receive."

The survey demonstrates that federal employees continue to be committed to working for America.

- Ninety-one percent of federal employees believe they do important work.
- Seventy-one percent get a sense of personal accomplishment from their work.
- Seventy-one percent of employees said they are not considering leaving their organization within the next year.
- Sixty-four percent of federal workers would recommend their organization as

a good place to work, an increase of 4 percentage points from 2002.

Federal employees do not believe high performance is properly recognized nor are steps taken to deal with poor performers.

- Only about one-fourth of employees say steps are taken to deal with poor performers.
- Forty-three percent believe high performing employees are recognized or rewarded on a timely basis.
- Although nearly 80 percent of employees say they are held accountable for results, less than a third of federal employees see differences in performance being recognized in a meaningful way.
- Only 42 percent say awards depend on how well employees perform their jobs.

Tracking consistently with the results of the 2002 Federal Human Capital Survey and other survey data, federal employees believe that the federal government offers

a good benefits package.

- Almost 90 percent of employees are satisfied with paid vacation time and sick leave.
- A clear majority of employees are satisfied with health benefits and life insurance programs; satisfaction with both increased 6 percentage points since 2002.
- About half of employees are satisfied with their alternative work schedules.
- About one-third of employees are satisfied with long term care insurance, which is a relatively new benefits program and showed the largest improvement (12 percentage points) of any survey question since 2002.

*The Federal Human Capital Survey can be found at the OPM website at [www.fhcs2004.opm.gov/](http://www.fhcs2004.opm.gov/)*

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## Police Chiefs Publish Report on Homeland Security

From **HOMELAND SECURITY**, pg. 1

"While terrorist acts have national and even international repercussions, these crimes are inherently local and require a swift response from state and local law enforcement agencies," said Joseph Estey, chief of the Hartford, VT, Police Department and president of IACP. "Any national homeland security strategy must be designed around a broad-based, locally designed and nationally coordinated framework that allows public safety agencies to adapt to the unique needs of their communities."

From *Hometown Security to Homeland Security* highlights the following principles:

- Homeland security proposals must be developed in a local context, acknowledging that local, not federal, authorities have the primary responsibility for preventing, responding and recovering from terrorist attacks;
- Prevention, not just response and recovery, must be paramount in any national, state or local security strategy. For too long, federal strategies have minimized the importance of prevention, instead focusing on response and recovery;
- Because of their daily efforts to combat crime and violence in their communities, state and local law enforcement officers

are uniquely situated to identify, investigate and apprehend suspected terrorists;

- Homeland security strategies must be coordinated nationally, not federally;
- A truly successful national strategy must recognize, embrace and value the vast diversity among state, tribal and local law enforcement and public safety agencies. A "one size fits all" approach will fail to secure our homeland.

*To read, "From Hometown Security to Homeland Security: IACP's Principles For A Locally Designed and Nationally Coordinated Homeland Security Strategy," please visit [www.theiacp.org](http://www.theiacp.org).*

## PA TIMES

**Volume 28, Number 6**  
**June 2005**

**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.

©2005 American Society for Public Administration

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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 Darryl Townsend at 202-585-4308, or [dtownsend@aspanet.org](mailto:dtownsend@aspanet.org).

**Single Copies:** of PA TIMES are available for \$1.50 each (1-10) and 75¢ each (over 10). Contact Darryl Townsend at 202-585-4308, or [dtownsend@aspanet.org](mailto:dtownsend@aspanet.org).

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## Diversity Recruitment and Retention in Government

SPECIAL COMMENTARY

# State Government Websites: Are They Helping Diversity Recruitment Efforts?

Nadia Rubaii-Barrett, Lois R. Wise

Increasingly, people searching for employment are turning to the Internet for information. As a tool to assist in recruiting qualified and diverse applicants for state government jobs, state websites fall well short of their potential.

In an environment of increasing diversity within the U.S. population, intensifying competition for the best and the brightest, and rapidly growing reliance on the Internet as a job search tool, state websites have the potential to be a useful and important recruitment device. An examination of state websites in April 2004 revealed that most states do not take advantage of that opportunity.

"Job surfers" use websites as a means not only to determine whether and where appropriate vacancies exist, but also to make their initial assessments of prospective employers. Among the many first impressions that a potential applicant may get from a website is some sense of how much that employer values diversity. This may be a particularly important consideration for members of underrepresented groups. States concerned about attracting a diverse pool of qualified applicants may

need to examine their websites to determine what messages about diversity are likely to be perceived by those who visit the site. Boilerplate statements that identify the state as an "EEO Employer" or which indicate that "women and minorities are encouraged to apply" are not convincing evidence of commitment to diversity. While the absence of such statements may be perceived of as a lack of commitment, the mere presence of such a statement may be insufficient to attract applicants from diverse backgrounds. As such, we examined state websites to determine the extent to which they contained messages about diversity that went beyond these standard statements.

Many states list their job openings with online commercial services, however their own websites are an important source of information for prospective job applicants. Job surfers include individuals who are already living in the state but are looking for a job or job change, those who are planning to move to the state but have not yet found employment, or those who are still considering where to locate and who will base their decision, at least in part, on employment prospects. These individuals may know they want to work for state government; they may be looking for public sector work but not limiting themselves to the state level or to any particular state, or they may be comparing state government prospects to other public and private sector opportunities.

The first stop for job surfers who have some interest in state government employment may well be a state's homepage and, from there, a list of job openings. Those who locate announcements which match their interests and qualifications and those who have a particular interest in a state may seek more information from the website of a state's personnel or human resources department. The brief overview of the diversity messages found on these two components of state websites presented below is insightful.

### Diversity Messages in Online State Government Job Listings

All 50 states provide job vacancy information on their websites, however very few present persuasive messages about commitment to diversity. The vast majority of states (44) provide access to job listings from the homepage with a link labeled "Jobs," "Employment," or "Working in [state name]." The remaining six states force a job surfer to work a little harder to locate the job listings within links that are labeled "Resident," "Citizens," "Citizen Services," or "Moving to [state name]."

Whether state government job listings are accessed through a link on the state's homepage or through a more obscure route, once accessed these sites do very little to portray the state as an employer who values diversity or to encourage minority applicants to pursue employment

with the state. Only 15 states (30 percent) present online job listing sites which contain any messages related to diversity, and five of those are simply statements of compliance with nondiscrimination laws.

Of the 10 that go beyond indicating that the state is an equal employment opportunity employer, most do so with a visual image portraying a diverse and happy group of employees. Only two states, Kansas and Oklahoma, include more substantive diversity messages on their initial job listing websites. The job listing website for the state of Kansas (<http://da.state.ks.us/ps/aaa/recruitment/default.htm>) provides a link to the state's Diversity Network website which, in turn, includes strong statements of support from the governor. Oklahoma's job listing website (<http://www.ok.gov/1350/346/360/>) provides links to access information on the state's Targeted Minority Recruitment Program as well as sites designed to assist employees with disabilities. The overwhelming majority of states do not include any diversity messages on their job listing website.

### Diversity Messages in State Government Human Resource Websites

Another website a prospective applicant may look to for information on a state is that of the state's human resources or personnel agency. Locating the website for these state agencies proves to be a bit more challenging than finding the job listings, but it is also a more productive endeavor from the perspective of someone interested in a state's commitment to diversity.

The variation in organizational arrangements and labels across the states makes locating the personnel agency somewhat difficult. Among the 50 states, 18 use the term Personnel in the title of a stand-alone organizational unit, nine use the label Human Resources, 12 locate the personnel or human resources functions within an Administration or Management Services unit, seven position those functions within a Finance, Budget or Audit agency, two use the label Civil Service and two call the unit Employee Relations.

Although these state agency websites are more difficult to locate than the job listings, they provide more frequent and more convincing diversity messages. Diversity messages on these websites appeared in three basic forms. The state's commitment to diversity was included in the agency's mission or vision statement, presented elsewhere on the website as an important agency value or priority and/or portrayed through visual images similar to those found on the job search sites. In 36 states, the personnel agency websites present their mission or vision, although only six states include this information on the agency's homepage. Of the 36 state personnel mission statements accessible online, 12 include explicit references to diversity. An additional eight states make reference to valuing diversity and having a commitment

to diversifying the state workforce elsewhere on the agency website.

A small number of states stand out for the diversity messages portrayed on the websites of their personnel agencies and may serve as benchmarks for other states.

The websites of personnel agencies in the states of Connecticut, Delaware, Indiana, New York, North Carolina, Oklahoma, Pennsylvania and Washington stand out among their peers. They achieve this distinction because they position the promoting diversity message as a core value and central function of the agency. They do this through a variety of means.

- **Connecticut's** human resources unit is located with the Department of Administrative Services ([http://www.das.state.ct.us/Home/about\\_das.asp](http://www.das.state.ct.us/Home/about_das.asp)) which asserts a "commitment to valuing differences and respecting the well-being and dignity of each person" among its core values.
- The **Delaware** State Personnel Office (<http://www.delawarepersonnel.com/>) includes a link to the EEO and Diversity Group whose mission is "to Actively Strive for a Workforce that Reflects the Diversity of the State's Population and Labor Market, Demonstrating Sensitivity to the Differing Needs and Increasing Cultural Variety Among State Employees."
- **Indiana's** State Personnel Department (<http://www.in.gov/jobs/about/>) places "retaining a dynamic and diversified workforce" as a central tenant of their vision.
- The websites of **New York's** Department of Civil Service (<http://www.cs.state.ny.us/pio/mission.htm>) and **North Carolina's** Office of State Personnel (<http://www.osp.state.nc.us/AboutUs/AboutIndex.htm>) each include diversity in the agency mission statement and present a strong visual image of diversity.
- **Oklahoma's** Office of Personnel Management ([http://www.opm.state.ok.us/html/about\\_opm.htm](http://www.opm.state.ok.us/html/about_opm.htm)) lists diversity in its core values and states "[w]e value the ideas, backgrounds, experiences, and talents of each employee of [OPM]. We respect each other. We are committed to ensuring that Oklahoma's state government workforce reflects the diversity of its citizenry."
- The mission of **Pennsylvania's** Office of Human and Management (<http://www.hrm.state.pa.us/oahrm/cwp/view.asp?a=129&q=191670>) is "to assure a high performing, diverse workforce that excels in serving..." and the agency's Strategic Plan lists seven objectives related to the goal of valuing and managing a diverse workforce.

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## Diversity Recruitment and Retention in Government

SPECIAL COMMENTARY

# Diversity in Government: What's Education Got to Do with It?

Kirsten Loutzenhiser

Diversity in public administration perseveres as a change agent in the new public administration. Higher education also has diversity on its agenda and workforce needs offer common ground between the government and education sectors. *The Hudson Report's* "Workforce 2000" catapults diversity onto the government agenda. Lexicon for public administrators now includes diversity, productivity, customer service, performance, quality, teamwork and empowerment. This language marks a new public management as a paradigm shift.

In the wake of an unprecedented push for diversity, what do we do? We form partnerships with governments and higher education institutions. We call attention to the importance of a differentiated mission and remain accountable to mutual learning. We invite service learning opportunities; bring professors to the world of practice and practitioners to teach public administration. Words like andragogy, experiential learning, transformational learning, action learning and situational learning all contribute to the learning organization. They are relevant to learning that takes place in the public sector and part of the production of a learning work organization.

The links between the varied learning processes for adults offer a reflective contribution to the public organization. Ultimately, diverse academic experiences lead to enhanced citizen engagement, increased probability of racial or cultural engagement, and less difficulty achieving compatibility with differences.

What sort of revising or reorienting is necessary to adapt to this new management paradigm? What values and personal commitments do public managers hold? What partnerships can support change? What are the definitions of diversity and inclusion?

Working students are in sync with the new public management's emphasis on training and education. Higher education, and more specifically public administration programs, augment competencies of lower level public employees. Women and minorities still encounter issues that relate to pay equity, glass ceilings, glass walls and group competition for jobs, especially in the government sector.

Without a representative bureaucracy, government has a protracted diversity problem. Formal education is a way to overcome persistent barriers, to develop skills to ably negotiate differences related to gender, race, culture, context or other needs related to difference.

The revolving door between students and workers stresses a movement that drives government to also become a learning organization. The percent of adults seeking college degrees has more than doubled from 1973 to the present.

Adults represent more than 45 percent of all students currently enrolled in college. They are defined as those over 25 and characterized as working, having a family

or serving as the head of their household. This rise in adult enrollments calls for a reflection of the mission and teaching methods of public administration programs.

In search of a guide post, a review of articles in the *Public Administration Review* from 1973 to the present shows that the field has given little attention to adults going to school. The title of one of the 1973 symposium papers is "Give a Damn About Continuing Adult Education in Public Administration." Even though the adult education boom has already impacted public administration programs, there has been little written on it since 1973. This returns us to the question of commitments. What commitments do teachers of public administration bring to the classroom? Is diversity part of this picture?

When schools like Harvard University invest 50 million dollars to attract, mentor and keep minority and women faculty members, it is clear that a mission statement does not necessarily mean inclusion, representativeness or empowerment. The issue is not just about achieving a diverse faculty and student body but also about mentoring, supporting and training. Harvard's investment searches for a change process to reorient the university culture and create awareness over the facets of diversity, namely having it, managing it and valuing difference.

How has teaching changed to value diversity? How is it used as a resource? Statements of mission, values, vision or strategic plans reveal levels of commitment to diversity. This holds true in both the teaching and practice of public administration.

Barry University is of particular significance because *U.S. News and World Report* noted it as having one of the most diverse student bodies in the country. The following mission statement comes from the university's school for adult and continuing education: Its mission (1) is to provide adult students with undergraduate/graduate credit, noncredit and certificate programs which recognize the educational needs of the adult learner and promote life long learning; (2) The school seeks to attract a diverse student body and to show a caring attitude toward each student regardless of individual backgrounds; (3) Recognizing the breadth of experiences of adults, course offerings afford opportunities for further exploration of truth...

Barry's bachelors in public administration (BPA) claims graduates that hold titles such as city manager, county administrator, assistant city manager, police chief, fire chief and emergency medical director.

In addition, the adjuncts who teach in the program have credentials, such as city managers, city attorneys, police chiefs, city planners and faculty from other governmental sectors. Of special significance is that demand has been so great, that Barry will be offering an MPA. This is an out growth to demand. Today the BPA may be the largest among both traditional and nontraditional undergraduate programs, now serving 330 majors.

Public administration programs are significant but so are schools of adult and continuing education. More and more schools across the country are developing joint bachelors/masters programs in public administration. Many others are linking their programs to adult education programs. What positions schools of professional studies is not necessarily the school, prestige or marketing but a specialization in learning environments geared to adults and a commitment to diversity.

The academic term for adult learning approaches is andragogy. While practitioners may resist the term as academic jargon, it is worthwhile to unpackage the term. First, andragogy sees diversity as strength and offers an inclusive approach to teaching. Second, it values experiences, backgrounds, value orientations and other differences that relate to race, gender or national origin. Third, it promotes the learning organization, life long learning, experiential learning and active learning. A key assumption is that every person who comes to learn also has something to contribute. The distinction is that adult education represents efforts to widen opportunities in higher education and approach learning as a mutual exchange.

The classroom offers lessons on inclusive

learning environments. When learning activities reflect the diversity of those present in the classroom, multiple levels of learning occur. Perspectives related to gender, ethnicity, class, age, sexuality and other physical attributes mark the intersection of where people live and work and what they aspire to be. This kind of learning comes from doing case studies, role playing or other learning exchanges. The adult students give these concepts meaning.

The concept of experiential learning engages adult students in a process that connects formal and informal learning through a narrative reflection. Formalized experiential learning links the past, present and future to demonstrate a form of learning and how learning changes thinking. Grounded research done by Judy Brown shows that student's ability to note their accomplishments is a process of empowerment. One student states: "I think I have always had a systematic way of doing things that I never put a value on until I had to sit down, reflect on it and systematically go through it."

The portfolio process is an example of transformational learning. Another student

See PARTNERSHIPS, pg. 8

### Administrative Ethics

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## Recruitment Commentary

# Real Estate and Recruitment: Washington, DC's Ticking Timebomb

*David Dickinson*

The Washington, DC, metropolitan area has, like other parts of the county, seen unprecedented real estate appreciation in the past few years. Two *Washington Post* articles in the past three months quantify the appreciation of suburban homes at 70-80 percent over the last three years for Maryland and Virginia. Housing costs are so high that some people commute from West Virginia, and now even Pennsylvania, to their Washington jobs. While many homeowners are delighted with their newfound equity, there is a downside to the skyrocketing cost of living that goes beyond sizable property tax increases.

We are well aware of the impending baby boomer retirement crisis that the federal government faces. Articles in the *PA TIMES* and other public administration journals have been chronicling the steady advancement of the graying federal workforce and debating what to do. It logically follows that the federal government will need to recruit large numbers in the next decade or two in order to fill the void. Many of these new recruits will work in the Washington, DC, area for some or most of their career.

I have one question: how will they afford to live here? My home county of Fairfax, a DC suburb, now has a million people. The average household income is \$100,000 a year. The average rent is \$1,300 per month. For new townhouses, the median sales price is \$410,008. The 2004 median sales price for condominiums is \$317,595.

According to a report titled "Economic Analysis and Initial Revitalization Concepts for Lake Anne Village Center" prepared for the Office of Revitalization in the Fairfax County Department of Housing and Community Development in March 2005, "Washington, DC, is increasingly becoming a very expensive place to live. According to the ACCRA Cost of Living Index, the Washington, DC,

metropolitan region ranked 5th most expensive among major metro areas during the second quarter of 2004. In terms of housing costs, the National Association of Realtors reports that the DC-MD-VA region had a median sales price of \$364,200 for existing single family homes as of the third quarter of 2004, an increase of more than 22 percent from the second quarter 2004 average of \$352,400. This is nearly double the U.S. median sales price."

Some people say that when interest rates rise, prices will level off. Maybe they will, and maybe they won't. As I watch the hyper-competitive Washington crowd opting to stretch their housing dollar with unwise financial packages (i.e. interest only ARMs and partial-interest payment mortgages), I have a growing sense of dread that the prices will continue to rise as buyers stretch their credit to the point where they will never own the house and continually "rent" their homes from the bank. Basic economics tell us that a loose money supply leads to inflation which, in effect, is what is happening in the market.

In such an environment, how will the federal government attract new employees? It is a question for serious consideration and one that is not being addressed. The impending retirees love their newfound wealth and are only happy to encourage increasing sales prices, but this is going to have dramatic long-term effects on the federal workforce.

New couples coming to the area can't even afford a townhome and condominiums are increasingly moving out of reach as the region generated 80,000 new jobs and has a very low unemployment rate. These people are vying for a small supply of homes and exacerbating rising housing prices.

There is a hidden phenomenon that will bloom shortly which will make the problem even more acute: early and mid-range federal careerists resigning. Opting to stay home with our children, my wife

was a federal employee until February of this year. Many of our friends are in the federal service and are also 30-somethings with small children. As this cohort has more children, or their children get older, the natural progression is to move from that first home (usually a townhome), to a larger single family home. But such homes are simply unaffordable, barring the creative financing lending institutions offer.

For this younger crowd, a topic of conversation is to "cash out." That is, sell your home, and move to an area with a lower cost of living. In fact, some have. In a recent dinner conversation with a couple that did move out of Washington, the other couples were curious how their lives were playing out. That equity can be applied to a normal house with a normal yard and reasonable economic opportunities. It is a very attractive option. It is even more attractive when you consider the traffic congestion, hyperactivity and lack of community that plague the Washington area. The bottom line question is "Is there a better place to live and raise a family?" For many, the answer will be yes.

Now, one may say that this is anecdotal conjecture. And it is. But the economics and human nature are there, and it indicates that the region's biggest employer, the federal government, may lose more than its retirees. Houses and yards are not the typical conversations of public administrators, but employees are making their life choices on these factors. I suggest to public administrators around Washington that they begin to assess the local housing crunch and its effect on their organizations before they encounter both a retiring employee base and a cost of living so high that they are unable to attract new workers.

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## States Need to Look at Their Job Listing and Human Resource Websites with Diversity in Mind

**From WEBSITES, pg. 3**

- The state of **Washington's** Department of Personnel (<http://hr.dop.wa.gov/home.html>) contains a visual image of diversity and within its Programs and Services provides a link to the state's Workforce Diversity Program.

We found considerable variation in the amount of information available on state government websites and the extent to which the online information keeps pace with changes in actual circumstances—

particularly the expanding use of the Internet as a means for finding out about state government employment.

An examination of the diversity messages found, and not found, on state job listing websites and state personnel agency websites is only one way to measure a state's actual commitment to diversity. However, in this age of increasing reliance on technology as a primary source of information, the impression of a state that one gets from its website may be as important as the reality. States

committed to diversifying their workforce may need to reexamine their websites, particularly their job listings and human resource agency websites, with that goal in mind.

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## Commentary

# Performance, Results and Outcomes: A Problem

Hugh T. Miller

It's more important to show you did your job than to actually do your job. This is the ironic consequence of various attempts in public administration to measure performance, results and outcomes.

This is the same irony that created public relations problems for the Broward County (Florida) Sheriff's Office. I, for one, would not point the finger at the sheriff for this failed accountability system (named POWERTRAC); rather, I would indict the various rationalistic evaluation methodologies that seem to have lodged themselves inside public institutions.

According to modern management theory, public administration can be improved by focusing on results. Hence, the managerial vocabulary of "performance budgeting," "results-oriented management" and "outcomes measurement" dominate the textbooks and the classrooms where rational managerialism is taught.

Results-oriented government means that budgets and decisions are to be based on performance. Accordingly, the first administrative task is to develop performance indicators to measure outcomes. These indicators are intended to help legislators and managers focus on what results are to be expected from the funds allocated. The second task is to set target

objectives so that progress toward them can be assessed. If the indicator measures, say, miles of highway laid, then the target objective specifies how many miles of highway should be laid with the designated allocation of funds. It all seems so rational.

But "miles of highway" indicates nothing about the quality of the road or the slope of the terrain. Measuring "benefit" is even more difficult when benefits are not as tangible as concrete and asphalt. Programs designed to advance health, public safety, education, community aesthetics or full employment yield outcomes that are sometimes impossible to measure in a reliable, valid and cost-effective way. Hence, "performance measures" that do not quite measure what they are supposed to measure are developed by quiescent public servants and program analysts.

Rather than taking stock of the performance and accomplishments of the agency, outcomes measurement and results-oriented management schemes—using tools like POWERTRAC—can seriously distort the decision making process. Indicators and outcomes are sometimes intentionally distorted to serve the demands of the higher-ups who must somehow counter the belief that "their" programs or operations are not efficient or are not producing the intended benefits, which could not be accurately measured

in the first place. It becomes a show. Reports that show magnificent results appear quite impressive, but such reports corrupt the meaning of the term results.

Government performance was supposed to have become transparent and straightforward. Instead, the ambiguity has spread; now the words themselves—performance, results and outcomes—have become ambiguous. The benefit derived from the public expenditure is more uncertain than before.

I do not know how many millions, or perhaps billions, of dollars in expenditures have been justified nationwide in terms of bogus performance indicators. Yet the charade continues with or without the hype of scandal, with hapless bureaucrats blithely going through the motions of performance budgeting, program assessment and outcome evaluation as commanded by their overseers who need to show that they are holding government accountable. This exercise in accountability is worked out by well meaning rationalists from academia who wrote the managerial prescriptions in the first place. And they then become morally indignant when the game does not play out as they imagined.

But performance has nothing to do with the scores on the indicators. Government employees who work with these now-

mutated symbols know what performance would mean in practice, but they cannot utter their demur (until the prosecutor's office asks them to do so under oath). The system requires their subordination and quiescence. Their report-writing is as meaningless as the symbols that describe it, but the image of accountability and performance is preserved. We, the rest of us, now suspect that variables such as "decreased crime rate" conceals the absence of any such thing.

Before it became known as a scandal, the POWERTRAC system was used by the sheriff's office in a way that would please any rigorous, modern management analyst or program evaluator. There were regular accountability sessions during which crime statistics were discussed and sometimes areas for improvements were pinpointed. This modern management style seemed to be working well—too well as it turned out. The Broward Sheriff's Office (BSO) was solving 45 percent of property crimes, compared to 18 percent nationwide. These incredible results were just that—lacking in credibility. Doubts arose.

As has been well reported in the newspapers of South Florida, it got to the point where an inordinate number of crimes were cleared by exception (meaning that

See PERFORMANCE, pg. 7

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# EEOC Chair Unveils Plan to Enhance Agency Presence

**Organization Says Repositioning will Deliver Better Service to Public; No Jobs will be Lost; New Offices to Open**

Washington, DC—Cari M. Dominguez, chair of the U.S. Equal Employment Opportunity Commission (EEOC), today unveiled a proposal designed to reposition the Commission's field structure to enhance the agency's enforcement presence and delivery of services; improve the efficiency of its operations; and reduce or eliminate costs. Under the plan, two new offices will be opened. Chair Dominguez has called a May 16 Commission Meeting to deliberate and vote on the measure.

"Given the shifting demographics, changing business environment, explosive technological advancements, and budgetary considerations of our times, this plan will recast the Commission in a stronger and more viable position to carry out its mission," Dominguez said. "The proposal continues to advance the President's expectations—of every executive-branch agency—to run a well managed, highly efficient, customer-centered, and results-driven organization."

The Commission has been engaged in a comprehensive review of its organizational structure and operations for the past three years. The proposal announced today is the second of three repositioning efforts. The first involved establishing a National Contact Center, on a pilot basis, as the agency strives to better serve members of the public. The third phase will involve a more streamlined Washington headquarters, with well-defined lines of responsibilities and clarification of roles.

The proposal announced in May will:

- Enhance EEOC's enforcement presence: All current EEOC offices will remain open and, recognizing demographic and workload shifts, additional offices will be opened in Las Vegas, Nevada, and Mobile, Alabama.

- Protect EEOC jobs: The proposal is designed to ensure that no EEOC employee will lose a job and there will be no reduction in force.
- Effect long-term cost reductions to position EEOC to invest in programs: Once the repositioning is fully implemented, it is anticipated that there will be several million dollars in cost savings.
- Redeploy resources to line positions for better customer service: By reducing layers of management and other staff redundancies, overhead expenses will be lowered and EEOC's management structure will be flattened, especially in cities where the workload does not justify a larger field office any longer, so that there will be an agency-wide ratio of one first-line supervisor for every ten employees.
- Reduce the span of control that Headquarters office directors have in relationship to the field thus ensuring more effective communication: The proposal reduces by more than a third (from 25 to 16) the number of field office directors reporting to the Headquarters office; a similar reduction to 15 field reporting units will be realized for the General Counsel.

- Expand jurisdictional responsibilities for District Directors and Regional Attorneys: District Directors and Regional Attorneys will be responsible for larger geographic areas, larger workloads, and will exercise greater leadership that is commensurate with their executive rank.
- Enhance consistency and uniformity among district offices: The reduced span of control by headquarters and the increased span of control by field directors will ensure more consistency in EEOC's operations. Customers will be given the same high level of service in all EEOC offices.

The EEOC enforces the nation's laws in the private and federal sectors prohibiting employment discrimination based on race, color, gender, religion, national origin, age and disability. These statutes include Title VII of the Civil Rights Act of 1964, the Age Discrimination in Employment Act of 1967, sections of the Rehabilitation Act of 1973, the Equal Pay Act of 1963, Title I of the Americans with Disabilities Act of 1990, and sections of the Civil Rights Act of 1991.

Further information about the Commission is available online at [www.eeoc.gov](http://www.eeoc.gov).

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<p><b>JANUARY</b>                  Is Government Still Seen as Part of the Problem?  <i>Manuscript Deadline: December 31, 2004</i></p>	<p><b>JULY</b>                  Ethical Administration  <i>Manuscript Deadline: June 15, 2005</i></p>
<p><b>FEBRUARY</b>                  The Impact of Culture Wars on Public Quality  <b>International Supplement: A Guide Through the Issues</b>  <i>Manuscript Deadline: January 17, 2005</i></p>	<p><b>AUGUST</b>                  Freedom of Speech in Public Places  <i>Manuscript Deadline: July 15, 2005</i></p>
<p><b>MARCH</b>                  State and Local Roles in Homeland Security  <i>Manuscript Deadline: February 16, 2005</i></p>	<p><b>SEPTEMBER</b>                  Beyond Management: Nonprofit Organizations and Philanthropy in Government  <i>Manuscript Deadline: August 16, 2005</i></p>
<p><b>APRIL</b>                  Case Studies in Emergency Management  <b>Conference Issue</b>  <i>Manuscript Deadline: March 15, 2005</i></p>	<p><b>OCTOBER</b>                  The State of Outsource Public Services  <b>Education Supplement: Continuing Ed. in a Digital World</b>  <i>Manuscript Deadline: August 16, 2005 (Final Deadline: September 15, 2005)</i></p>
<p><b>MAY</b>                  Workplace Harassment and Hostile Work Environments  <i>Manuscript Deadline: April 15, 2005</i></p>	<p><b>NOVEMBER</b>                  Energy Policy: Consumer Demands and National Interests  <i>Manuscript Deadline: October 15, 2005</i></p>
<p><b>JUNE</b>                  Diversity Recruitment and Retention in Government  <i>Manuscript Deadline: May 15, 2005</i></p>	<p><b>DECEMBER</b>                  What Has the Iraq War Taught Public Administration  <i>Manuscript Deadline: November 15, 2005</i></p>

## Reality Has Slipped Away

From PERFORMANCE, pg. 6

no arrest had been made). Others at BSO avoided the suspicious "cleared by exception" category, but the point was always "show"—to show that you were doing your job. One deputy blamed five crimes on an individual who could not possibly have been suspected of committing the crimes. But clearing five cases with one small deception must have seemed quite efficient at the time! Another deputy recalled during testimony how auto thefts were downgraded to burglaries and burglaries to vandalism—hence creating a more pleasing show for consumers of POWERTRAC information.

Before the condemnations of BSO reach too high a pitch, it is well to remember that POWERTRAC is an exemplar of the modern management genre. It is a crime statistics system, with a tool that tracks clearance rates of crimes for the purpose of outcome evaluation. The problem is that the well-intended aspiration for empirical, scientific evidence—so that rational decisions and improved management can take place—generates its own irrationality. The irony is that aspirations for good, empirically provable results can lead to bad results. This is not a particularly rare irony.

Consider, too, the cheating scandal in the Houston Independent School District (HISD). Scores on reading and math tests led to investigations that demonstrated the teachers themselves helped students cheat on tests in order to "show" what a great job they were doing. And indeed, Wesley Elementary was featured on the Oprah Winfrey Show and recognized by

President Bush for its apparent improvements. The "Wesley way" of test-giving was to have teachers walk among the students during a test and stop next to those who had marked a wrong answer, staying there until they got it right. In another school, students were allowed to use this year's test (rather than last year's test) as a study guide for this year's test. Meanwhile, at Kashmere Gardens Elementary in HISD, the percentage of fourth graders who passed the reading and math portions of the standardized exam dropped from 100 percent to 17 percent in one year, once the cheating had been discovered and the principal reprimanded.

The Greater Alabama Council of the Boy Scouts also has experienced debased performance reporting. By overstating membership, the group possibly received increased funding from organizations such as the United Way, according to National Public Radio (Feb. 14, 2005).

The scandal in all of this is that reality has slipped away from the representation of it. Reality, it turns out, is exceedingly difficult to represent in statistical reports. Instead, the drive for empirical evidence mostly generates pressure for a good show amidst the atmospherics of accountability. Image is the essence; the new reality.

ASPA member Hugh T. Miller is professor of public administration and director of the School of Public Administration at Florida Atlantic University. He is the author of Postmodern Public Policy and editor, with Peter Bogason and Sandra Kensen, of Tampering with Tradition: The Unrealized Authority of Democratic Agency. E-mail: [hmillier@fau.edu](mailto:hmillier@fau.edu)

# Capability-Based Planning: Responding on Demand in a Post-September 11 World

A few weeks ago, a planner in a federal civilian agency posed an interesting dilemma to me: "My agency developed a goal-based strategic plan after a long, multi-stakeholder involvement process. But now that the plan is in place, the world has changed and our customers are asking us to focus on different priorities." She said: "Our planning process seemed to be a waste. What did we do wrong?"

Disconnects like this—between plans and reality—are occurring more frequently because of a rapidly changing world. But there are some pioneers in dealing with this instability: the defense, law enforcement and emergency preparedness communities. They have developed a planning process that focuses on creating on-demand capabilities, not necessarily a plan focused on achieving a specific goal. So, just what is "capability-based planning," where did it come from, how does it work and how do you decide when to use it.

## What is Capability-Based Planning?

Capability-based planning has evolved over the past decade mainly in the defense and more recently in the homeland security worlds. According to Sharon Caudle, an expert on homeland security issues with the Government Accountability Office, the crafters of capability-based planning designed it as "a method for identifying the levels of capability needed to achieve the strategy," that meets the "need to manage risk, set specific preparedness goals and priorities, make investment choices and evaluate preparedness results."

She says the crafters believed it provided the "abilities to accomplish clearly-defined missions with uncertainty as a fundamental

condition and efficient portfolio management as a necessary component." It is comprised of three components:

- A conceptual framework for planning in conditions of uncertainty by emphasizing a particular capability's flexibility, robustness and adaptability.
- An analytic portfolio framework that focuses on: (1) understanding capability needs, (2) assessing capability options, at the level of mission or operation and (3) allows choices among capability levels and capability options.
- A solution framework that emphasizes use of building block approach, based on standard groupings or clusters of capabilities.

In the defense world, according to Caudle, capabilities-based planning is seen as a way to: "create the right blend of plans, people, equipment and activities—capabilities"—with distinct abilities useful across a broad spectrum of challenges and circumstances against diverse foes.

## Where Did It Come From?

Capacity-based planning approaches have evolved over the past decade in the defense community and have been refined by a joint US-Canadian-Australian-New Zealander-British defense Technical Cooperation Program over the past few years. The events of 9/11 catapulted this approach to the forefront because it was specifically designed to conduct planning and make resource choices in a world of uncertainty, risk and constrained resources.

Capability-based planning achieved prominence in the Defense Department's 2001 Quadrennial Defense Review, which lays out the department's strategy for the

coming decade. In the Review's foreword, Secretary Donald Rumsfeld said he wanted to "...shift the basis of defense planning from a 'threat based' model that has dominated thinking in the past, to a 'capabilities-based' model for the future." He said this approach would allow Defense to focus more on how adversaries might fight rather than who the adversary is. This was the first major change in planning approaches since the program-planning-budget system was introduced by Secretary Robert McNamara in 1962. Previously, the Defense budget processes focused on stand-alone solutions—such as "weapons platforms," like the C-17 cargo jet—that were not part of a system of capabilities—such as the capacity to airlift troops and cargo, regardless of what type of aircraft is used.

Capability-based planning is also the underpinning for the planning process used by the Department of Homeland Security in developing a new national preparedness strategy. A 2003 Presidential Homeland Security Directive requires the Department to create a national preparedness goal, with priorities, targets and metrics. The Department is implementing this directive using the capability-based planning approach. This development process, still underway, is based on 15 different scenarios and includes state and local governments.

## How Does It Work?

According to Caudle's research on the development of capability-based planning, the process starts by identifying plausible worries that the country or an agency might

See CAPABILITY-BASED PLANNING, pg. 9

## Defense Planners Key Elements of a Capability-Based Planning System

- Capabilities – the ability to achieve an effect to a standard under specified conditions.
- Tasks that comprise each capability – an action or activity derived from mission analysis, doctrine, SOPs, or concepts that may be assigned to an organization.
- Concept of Operations – an overall picture and broad flow of tasks within a plan by which a commander maps capabilities to effects, and effects to end-state for a specific scenario.
- Mission – the objectives and end-state to achieve, and tasks assigned to a executive to achieve.
- Capability effects achieving a desired end-state – change to a condition or behavior that defines achievement of the mission.
- Measures – quantitative or qualitative basis for describing the quality of task performance.

Source: Sharon Caudle, "Homeland Security and Capabilities-Based Planning: Improving National Preparedness," 2005 (draft thesis).

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## Teaching Diversity in Adult Education

From PARTNERSHIPS, pg. 4

states: "I would like to continue to write. I mean, I enjoyed it. I wanted the person who sat down to read my portfolio...to feel what I felt."

The classroom is an opportunity to test things out. In several public administration classes, students learned the nominal group technique by using the course syllabi's diversity statement as the trigger question. Students said they gained from learning different perspectives, case studies, hands on experience, take home tests, guest speakers from the 'real world.' They want scholarship or funding opportunities, community service opportunities, greater diversity in instructors and representation of minorities in classes and classroom material. These issues support collaboration on diversity between governments and higher education.

The top three issues were related to different ways of learning and how to approach diversity. Adults define diversity broadly

and government should too. Respect for differences must not only include racial, ethnic, gender and cultural differences, but also differences in learning, interests and resources. Any program that broadens the participation in education offers important lessons in diversity. Adults want adaptations in teaching and other practices. They signify the diversity statement as something that incorporates a variety of perspectives. This shapes diversity with a broad brush to incorporate a range of needs related to age, gender, race and ethnicity.

What would happen if more employees in the lower ranks of government were supported in training, continuing education, bachelor programs or in getting a masters degree? Since government's most representative bureaucracy serves at the frontlines, why not redress an education that serves these people?

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

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

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



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# U.S. Voter Turnout Up in 2004

## Census Bureau Reports 64% of Citizens Over 18 Voted in Last Presidential Election

Sixty-four percent of U.S. citizens age 18 and over voted in the 2004 presidential election, up from 60 percent in 2000, the U.S. Census Bureau recently reported. Tables from a November survey also show that of 197 million citizens, 72 percent (142 million) reported they were registered to vote. Among those registered, 89 percent (126 million) said they voted. In the 2000 election, 70 percent of citizens were registered; and among them, 86 percent voted.

Other highlights from the "Voting and Registration in the Election of November 2004" online tables pertaining to the voting-age citizen population:

- In 2004, turnout rates for citizens were 67 percent for non-Hispanic whites, 60 percent for blacks, 44 percent for Asians and 47 percent for Hispanics (of any race). These rates were higher than the previous presidential election by 5 percentage points for non-Hispanic

whites and 3 percentage points for blacks. By contrast, the voting rates for Asian and Hispanic citizens did not change. These data pertain to those who identified themselves as being of a single race.

- Minnesota had the highest citizen-voting rate at 79 percent, and North Dakota the highest citizen-registration rate at 89 percent.
- Citizens age 65 and older had the highest registration rate (79 percent) while those age 18 to 24 had the lowest (58 percent). The youngest group also had the lowest voting rate (47 percent), while those age 45 and older had the highest turnout (about 70 percent).
- Among citizens, turnout was higher for women (65 percent) than for men (62 percent). The turnout rate for people with a bachelor's degree or higher (80 percent) was greater than the rate for people whose highest level of

educational attainment was a high school diploma (56 percent).

- Seventy-three percent of veteran citizens cast ballots, compared with 63 percent of their nonveteran counterparts.

Voting rates in the online tables are calculated using the voting-age population, which includes citizens and noncitizens.

The data are from the "November 2004 Voting and Registration Supplement" to the Current Population Survey (CPS). Statistics from surveys are subject to sampling and nonsampling error. The CPS estimate of overall turnout (125.7 million) differs from the "official" turnout, as reported by the Clerk of the House (122.3 million).

For further information on the source of the data and accuracy of the estimates, including standard errors and confidence intervals, go to <http://www.census.gov/population/www/socdemo/voting.html>.

## Adapting Capability-based Planning Model May Help Ensure Planning Process Relevancy

From **CAPABILITY-BASED PLANNING**, pg. 8

face. These, in turn, are used to produce a set of possible scenarios—current, mid-term, long-term. For example, in Homeland Security, these might be a hurricane, or a terrorist attack against the food supply. These scenarios are then entered into an analytic framework that defines the specific capabilities that would be needed to respond to each of these scenarios. This framework would, in turn, be used to define operational challenges, options to address the challenges, the specific capabilities, a rating of risks and choices among options. Defense planners, according to Caudle, describe key elements in the approach, shown in the accompanying table.

According to Caudle, the major steps to take in implementing a capability-based planning effort include the following:

- Determine if the capability-based planning approach works in your agency's context and build a business case with your agency leaders for the adoption of the capability-based planning approach.
- Work with agency leaders and stakeholders to set agency strategic policy goals and cascade them into operational documents.
- Ensure stakeholder and top leader ownership of the process.
- Focus on defining specific management decision-making processes.
- Include a risk assessment approach to determine investments.
- Define different planning horizons to stage the development of capabilities.

- Define specific mission-based scenarios to serve as the basis for planning.
- Craft capabilities and define standard categories of capabilities.
- Develop decision rules for the development of task and capability lists.
- Build in an evolutionary approach for implementation and incentives to institutionalize this approach.

### When Should It Be Used?

There seem to be four conceptually different approaches to planning. Determining a choice among the approaches depends in large part on the context in which your agency operates and the scope and authority which it has to address an issue. These are:

- Mission-based approach: This approach measures progress toward its mission and acts as a method for allocating resources. It is the traditional approach, rooted in a formal goal-setting, measurement and assessment system. The Veterans Administration successfully uses this approach.
- Vision-based logic model approach: This approach describes a clear and compelling picture of the ideal organizational framework to achieving an outcome. This framework links various programs in a causal chain to achieve desired results. The Canadian human resource services agencies use this approach.
- Resource-based approach: based on the assumption that the effective use of resources should drive strategy development. Organizations that use this approach tend to focus on their organization's capital assets. The strategy development process for these organiza-

tions emphasizes understanding what they have (physical and knowledge) and leveraging these assets. Agencies such as the Forest Service, Park Service and Public Housing tend to use this approach.

- Capability-based approach: This approach, as noted earlier, is founded on the belief that every organization possesses a unique set of capabilities and leveraging those capabilities defines its contribution to the mission. It identifies scenarios, long and short term possibilities and plans for them, using analysis and decision-making to achieve an affordable, acceptable level of risks.

Choosing among these approaches may be based, in part, on your beliefs as to what your organization stands for and how it fits in the broader world. In some cases, where that world is stable, the traditional mission-based approach may be the best fit.

But, if that broader world is increasingly unstable and driven by a need to choose among different levels of risk, adapting the capability-based planning model may help ensure your agency's planning process stays relevant to the results expected by stakeholders and customers.

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For additional information, visit ASPA's website for hotlinks to references cited in this PA TIMES article.

## Letters to the Editor

### **An Ethical Shipwreck on Our Shores ...What's to be Done?**

Dear Editor:

Am I disappointed about Darlene Druyun's wheeling and dealing to land herself and her daughter lucrative jobs with Boeing in return for a \$23 billion deal with the Pentagon to lease air tankers? (George Frederickson's "The Atrophy of Ethics", *PA TIMES*, February 2005). No, I'm mad and outraged. Yes, Darlene Druyun is everything we do not want to find in a federal public manager—lying, cheating, conniving—as the white collar chief procurement officer for the Pentagon. Her Boeing, Inc., counterpart, Michael Spears, is no better. Both are doing jail time. Is an ethical meltdown in America underway?

Turn the page, it's Boeing once more—Harry C. Stonecipher, Boeing CEO is forced to resign after a tryst with a female Boeing executive officer. Not to worry though, as the affair did not involve a person who answered directly to Mr. Stonecipher. This was not a superior-subordinate relationship. Is this an ethical issue or not? Is a purely private, consensual affair between employees an ethical violation? No Pentagon deals or dollars are involved, so it appears. The Boeing board of directors certainly concluded that it was a management issue and a public relations issue given the string of recent Boeing scandals. The non-executive chairman of the board said that Mr. Stonecipher had violated Boeing's code of conduct but that having an affair was not a violation of the policy. Go figure! The Boeing Code of Conduct does not address the question of whether an affair between two employees is a violation but it does state "Employees will not engage in conduct or activity that may raise questions as to the company's honesty, impartiality, reputation or otherwise cause embarrassment to the company." The Code further states that integrity must underlie all company relationships, including those with and among employees.

The same day the Boeing-Stonecipher story broke, March 8, 2005, the news reports that Elizabeth Hoffman, president of the University of Colorado, resigns amid turmoil over football scandals and a university investigation into the academic record of Professor Ward L. Churchill. Professor Churchill is at the center of a firestorm over his pronouncement that some people at the World Trade Tower Center were "little Eichmanns" working on behalf of American foreign policy as Eichmann did on behalf of the Holocaust. The football scandals centered on reports of wild weekends, proffered sex for football recruits, and sexual assault of women. More fuel to this flame was added with the death of freshman in 2004 from alcohol poisoning after chugging whiskey and wine at a fraternity initiation ceremony. Is an ethical meltdown underway in America?

In Tampa, scandal swept through firehouse station #21 in October 2004 when two strippers posed at the station in bikinis with a fire hose. The story broke when a parent reported to the authorities that his son, who was playing basketball near the fire station, saw people taking pictures of naked women. An investiga-

tion showed that the strippers had fire-fighter pants on with suspenders over their bare breasts. Several weeks after the firehouse affair, the photos turned up on a website. An attempted cover up followed with the fire rescue chief (who was later sacked) threatening three fellow fire fighters with the loss of their jobs if they told anyone the truth. The fellow fighters weaved, bobbed and lied until they no longer could do so.

Meanwhile, a few blocks down the street at the Hillsborough County Center, county commissioners squelched a proposal to ban commissioners from receiving gifts valued at more than \$100. A \$100 gift restriction would prevent commissioners from routinely receiving free skybox tickets valued at \$450 to attend the Tampa Bay Buccaneers football games. Newly elected Commissioner Mark Sharpe explains that he is invited sometimes to more than a dozen events in a day and, without complimentary tickets for some events, he wouldn't be able to attend. Thus he would be missing valuable opportunities to interact with constituents. Taking a different view, Commissioner Kathy Castor asserts that "accepting these gifts creates a clear conflict of interest or at least the appearance of impropriety." Might the Commission be engaging in ethical hypocrisy as it has adopted a policy that prohibits county employees from accepting gifts worth more than \$100?

If stories like these don't make you mad and outraged, I don't know what would. We are experiencing an ethical meltdown of such a proportion that something must be done. But what? What can we, as individuals or as members of the ASPA, do that might stem the tide of these unethical shipwrecks upon our shores? Oh, you say, it is not my responsibility and ASPA's responsibility does not extend that far. Wrong! It is our duty as citizens and

professionals committed to ethics and integrity to take whatever measures are appropriate to promote ethical behavior and combat unethical behavior where ever we find it. I welcome your ideas. Send them to me at donmenzel@tampabay.rr.com or call me at 813-886-6332.

**Donald C. Menzel**  
President, ASPA

### **Public Administration Academe Seem Indifferent**

Dear Editor:

Professor Thayer's article in the January 2005 issue of the *PA TIMES* was validating to me in an unsatisfying sort of way. I'm a civil engineer working for a state environmental agency, and graduated with a MPA in 2000. I believe that a public administration education is irrelevant in the current public service environment.

Thayer is correct in noting that his fellow members of public administration academe are partially to blame for legitimizing the current trends in public administration. Even as a naïve graduate student, I found it ironic that the hot topic of public administration research at my university was privatization of public services. Talk about false consciousness.

There are many possible examples to illustrate my point that a public administration education is not relevant in the current climate, but this one is typical. My state legislature and governor has lowered the political ceiling to the section administrator level (the lowest managerial level in our state agencies), and even lower. Most hires into management positions are from outside government and are filled with politically connected candidates (that are not necessarily qualified.) This isn't just at the executive

levels where that is expected, but throughout middle management down to the upper staff levels. Even some clerical positions have been made at-will, and have thus been politicized.

Since the career path into management has been short-circuited by this system of patronage, many ambitious career staffers leave public service for better opportunities. I've been able to watch these phenomena in my agency since the current governor has been in power, and it is hollowing out the organization at both ends of the spectrum. Good people leave rather than tolerate marginally qualified managers and dead-end career opportunities. Since the legislature and governor have also implemented broad-banding, empty staff positions are filled with lower paid and less qualified personal, if filled at all. What is the point of professionalizing public administration through education in a public service environment like this?

My opinion is also tempered by my experiences as Peace Corps Volunteer. I served in South America in the mid-80's and worked with a national bureaucracy. The trends I see in state government parallel the experiences I had in the Peace Corps, and it leaves me with a sinking feeling to witness our democratic institutions devolving towards third world standards. With the rare exceptions like Professor Thayer, the public administration academe seems indifferent; they would rather play golf with the Pharaoh than criticize him. Maybe that is the only way they can stay relevant.

**Respectfully,**  
**Greg Brown, P.E.**  
Member, ASPA

## **Madison County Bridge Gets Makeover**



**The Hogback Bridge, one of the Bridges of Madison County made famous by Robert Waller's best-selling book and award-winning film, gets a face lift, Wed., May 4, 2005, in Winterset, IA. Hampton Inn "Save-A-Landmark" volunteers, from left, Brian Schooley of Des Moines Carrie Ewart of Cedar Rapids and Ted McAndrew of Des Moines are among the crew of hotel employees refurbishing the 121 year-old bridge. Hogback is one of five remaining wooden bridges of the 19 originally built in the late 1800s.**

Robin Weiner/U.S. Newswire

# FREDERICKSON PERSPECTIVE

A Column by H. George Frederickson

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

## You are Entitled to Your Own Facts

Among the most common bon mots in policy discourse is this: You are entitled to your own opinions but you are not entitled to your own facts. On the surface this phrase may seem insightful and even clever, but it is wrong. You are entitled both to your own opinions and to your own facts for the reasons that follow, reasons based in part on *Citizenship Papers* by the brilliant essayist Wendell Berry.

**I.** A fact is not a thing. A fact is, instead, something thought to be known about a thing. "For example, H<sub>2</sub>O may be about water, may represent water, but is not water. Knowing this formula would not help a person recognize water let alone ice or steam. Water is water because it is the absolute sum of all the fact about itself whether or not humans know all the facts about it."

**II.** The building blocks of rational thought are facts, pieces of data that can be proved or demonstrated or observed to be true. There are, for example, enough accumulated reliable facts in physics and engineering to enable the building of great bridges and enough accumulated reliable facts in biology and medicine to enable the curing of certain diseases. This we know to be true, but it is most particularly true in physical contexts. Facts in social, political and economic contexts are far more difficult to prove to be reliably true.

**III.** We possess more facts today than we ever possessed before and presume, through empirical processes, to be able to fill in the gaps between facts and thereby accumulate truth in a general trajectory toward finding ultimate or entire truth.

**IV.** In this reasoning we tend to forget that the accumulated facts upon which our knowledge may rest are still not reality, they only partially represent or describe reality.

**V.** "The only true representation of a thing, we can say, is the thing itself...The only true picture of reality is reality itself."

**VI.** It is, therefore, impossible for humans to know reality in any complete or final way. We correctly marvel at the mapping of the human genome, but a map of the human genome is not one-hundredth part of a human.

**VII.** The scientific mind seeks to make itself totally rational and in the search for rationality is particularly comfortable with facts that are quantitative representations of reality.

**VIII.** Copying scientific progress in the physical context, there is a kind of mind operating in other contexts "that is trying to be totally rational, which is in effect to say totally economic...This mind shows us the 'cost-benefit ratio.' And here we arrive at the crisis of rationality...Reason fails precisely in the inability of the cost-benefit ratio to include all costs...This kind of accounting excludes all coherence except its own...The cost-benefit ratio is limited to what is handily quantifiable, namely money. The failure of reason comes to light in the recognition of those things that cannot be quantified."

**IX.** How shall benefits to this generation explain costs to the next? How shall the benefits of this generation explain costs to the watersheds, the groundwater and the polar ice caps of the next generation? Can the discipline of these and similar questions inform our rational search for facts and our understanding of reality?

**X.** Yes, we know a different kind of mind. This mind is not irrational, but neither is it primarily rational. It is a mind less comfortable with reality than the mind that aspires only to reason, and its aspirations are far more difficult to define.

**XI.** This mind sees the work of government in context and tries to derive its

standards from that context. This mind seeks to know the costs and benefits of governmental programs in context and to know the narratives of those bearing the costs and receiving the benefits. This mind seeks to know whether citizens are being well served by their governments and whether those who are providing those services are enhanced or diminished by their service. This knowledge cannot in any conventional sense be measured but may be a truer representation of reality at the level of citizens in context than any quantitative measure.

**XII.** These contexts runs counter to rationalist tendencies to seek predictability and general applicability. Contexts seek variation. Contextual variation is a powerful reality, a reality that resists general applicability and assumptions of predictability and resists rationally derived facts that presume to represent it. Narratives are often an effective way to represent the realities of neighborhoods or commonwealths. These narrative are facts, facts as accurately representing reality as numeric facts. Furthermore, narrative based facts are more likely to be helpful in the search for human betterment.

**XIII.** "In order to work, in order to live, we humans necessarily make what we might call pictures of our world, or our places, of ourselves and one another. But these pictures are artifacts, human made. And we can make them only by selection, choosing some things to put in the picture, and leaving out all the rest.

**XIV.** "From the standpoint of the person, place, or thing itself, of reality itself, it doesn't make any difference whether our pictures are factual or imagined, made by science or by art or by both. All of them literally are fictions—things made by humans, things never equal to the reality they are about.

**XV.** "Facts in isolation, out of context, are false. The more isolated a fact or a set of facts, the more false it is. A fact is true in the absolute sense only in association with all facts..."

**XVI.** "Because our pictures of reality are necessarily incomplete, they are always to some degree false and misleading..."

**XVII.** We tend to imagine that knowledge based on newer facts is necessarily truer than knowledge based on older facts, or that empirical truth is truer than truth otherwise acquired.

**XVIII.** "We may say, then, that our sciences and arts owe a certain courtesy to reality, and that this courtesy can be enacted only by humility, reverence, propriety of scale, and good workmanship."

Because public administrators understand the realities of governmental context and the interactions between governmental context and their work, they are entitled to their own opinions, and given their proximity and expertise their opinions should be particularly respected. And, public administrators are entitled to their own facts. Some of these facts may not be numeric, but public administrators are nearest to the context of governmental reality and are the most likely to have the truest representation of that reality. Both opinions and facts are the tools of policy deliberation, the weapons of policy warriors. Opinions and fact in the hands of skilled public administrators are most likely to contribute not only understanding reality but to improving it.

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## Short Arm of the Law!

This moment is about how to avoid an ethics violation! Heresy? Maybe so, but here it is. Move to New York State, commit an unethical act as a public official and then resign your position. Yes, it's that simple. The New York State ethics law, which is often touted as among the oldest and strongest, allows public officials who are charged with an ethics violation to stop the New York State Ethics Commission from investigating once an official leaves public office. A loophole in the law "grants most employees immunity when they leave the state payroll—no matter what their actions while on the job," asserts *New York Times* reporter Michael Slackman. Hard to believe? You bet.

About 50 cases have been voided over the past decade in this manner. The cases involve a high ranking university official (the former president of SUNY at Albany), a Long Island Rail Road administrator and a former general counsel in the Department of Transportation. They simply walked away from an ethics investigation, although the former SUNY president claims that was not the reason she moved on. The Long Island Rail Road administrator said she choose to retire rather than spend a lot of money to prove her innocence. The former general counsel said he left state government for personal reasons. Go figure!

How many other states allow their public officials to avoid an ethics investigation in this fashion? All? Most? Remember those old-time western movies about how no outlaw was beyond the grasp of the long arm of the law? Apparently times change—the short arm of the law prevails in New York State and perhaps many other states.

Source: *New York Times*, February 25, 2005:A21.

*Note: n the April Ethics Moment it was stated that "any changes to the Code require a vote of approval by the membership. Any change in ASPA code language requires approval by the full membership." This is incorrect. Changes in the Code of Ethics require the approval of the ASPA National Council.*

*Also, the May issue of PA TIMES mistakenly contained the wrong Ethics Moment "Holiday Ethics or Ethics on Holiday?" on the PA TIMES website at: [http://www.aspanet.org/scriptcontent/Customer/PAT\\_Current/print/mayethics.html](http://www.aspanet.org/scriptcontent/Customer/PAT_Current/print/mayethics.html)*

*Editor's Note: This is the 100th Ethics Moment published in the PA TIMES. All moments are available online at the Ethics Section website—[www.aspaonline.org/ethicscommunity/](http://www.aspaonline.org/ethicscommunity/)*

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## Wi-Fi Offers Solutions and Creates Problems for Federal Government

From WI-FI, pg. 1

enable them to operate wireless networks securely. Further, GAO tests of the security of wireless networks at six federal agencies revealed unauthorized wireless activity and "signal leakage"—wireless signals broadcasting beyond the perimeter of the building and thereby increasing the networks' susceptibility to attack. Without implementing key controls, agencies cannot adequately secure federal wireless networks and, as a result, their information may be at increased risk of unauthorized disclosure, modification, or destruction.

GAO recommends that the director of the Office of Management and Budget (OMB) instruct the agencies to ensure that wireless network security is incorporated into their agency-wide information security programs in accordance with the Federal Information Security Management

Act. OMB generally agreed with the contents of this report.

The use of wireless networks is becoming increasingly popular. Wireless networks extend the range of traditional wired networks by using radio waves to transmit data to wireless-enabled devices such as laptops. They can offer federal agencies many potential benefits but they are difficult to secure.

The report describes the benefits and challenges associated with securing wireless networks, identifies the controls available to assist federal agencies in securing wireless networks, analyzes the wireless security controls reported by each of the 24 agencies under the Chief Financial Officers (CFO) Act of 1990, and assesses the security of wireless networks at the headquarters of six federal agencies in Washington, DC.

For more information and to read the full report visit [www.gao.gov](http://www.gao.gov).

## Announcing a new book in the ASPA classics series from M.E. Sharpe

Marc Holzer, Editor-in-Chief  
Rutgers University, Newark Campus

Conceived of and sponsored by the American Society for Public Administration, the ASPA Classics series publishes volumes on topics that have been, and continue to be, central to the contemporary development of the field.

The ASPA Classics are intended for classroom use, library adoptions, and general reference. Drawing from the *Public Administration Review* and other ASPA-related journals, each volume in the series is edited by a scholar who is charged with presenting a thorough and balanced perspective on an enduring issue.

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The guiding purpose of this ambitious new series is to bring together the professional dialogue on a particular topic over several decades and in a range of journals.

### Just published **Public Administration and Law**

Julia Beckett and Heidi O. Koenig, Eds.

This collection from the pages of *Public Administration Review* has been edited for use as a supplement for both undergraduate and graduate courses in Administrative Law. The contents follow the standard pattern established by the field's major textbooks, and each main section begins with introductory text and study questions followed by relevant readings from PAR that will illuminate lectures and textbook material.

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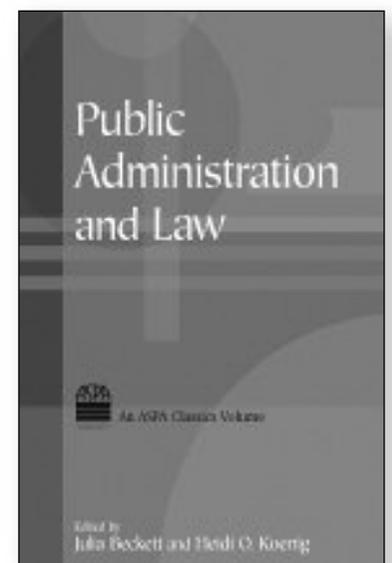
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## Reports on the Web

### Featured Report of the Month

- "Social Security Reform: Answers to Key Questions" (U.S. Government Accountability Office)

Last month, the U.S. Government Accountability Office (GAO) issued a primer on Social Security reform, designed to help further public understanding of the issues facing the nation in ensuring the long-term solvency of the nation's primary retirement and disability income security program. "Social Security's financing challenge is a sub-set of our nation's overall fiscal challenge. Once clearly explained, the choices we face are not difficult to understand, but they are difficult to make. However, the sooner our nation acts to address Social Security's long-term financial challenges, the easier it will be to successfully meet them in a fair and fiscally responsible manner," David M. Walker, comptroller general of the United States and head of GAO, said in releasing the primer.

Download a PDF version of the primer at: [www.gao.gov/cgi-bin/getrpt?GAO-05-193SP](http://www.gao.gov/cgi-bin/getrpt?GAO-05-193SP)

### Other U.S. Government Accountability Office Reports

- "Capital Financing: Potential Benefits of Capital Acquisition Funds Can Be Achieved through Simpler Means"
- "Equal Employment Opportunity: The Policy Framework in the Federal Workplace and the Roles of EEOC and OPM"
- "Information Security: Federal Agencies Need to Improve Controls over Wireless Networks"
- "Maritime Security: New Structures Have Improved Information Sharing, but Security Clearance Processing Requires Further Attention"
- "Overseas Security: State Department Has Not Fully Implemented Key Measures to Protect U.S. Officials from Terrorist Attacks Outside of Embassies"
- "Oversight of Food Safety Activities: Federal Agencies Should Pursue Opportunities to Reduce Overlap and Better Leverage Resources"

Visit [www.gao.gov/audit.htm](http://www.gao.gov/audit.htm) to access the reports listed above.

### Other Reports

- "Audit Federal Financial Controls – Sooner Rather than Later?" (Association of Government Accountants) [www.agacgm.org/research/downloads/CP\\_ResearchNo1.pdf](http://www.agacgm.org/research/downloads/CP_ResearchNo1.pdf)
- Bob Behn's Public Management Report - May 2005 [www.ksg.harvard.edu/TheBehnReport/May2005.pdf](http://www.ksg.harvard.edu/TheBehnReport/May2005.pdf)
- "Performance Leadership: 11 Better Practices that Can Ratchet Up Performance" (The Center for The Business of Government) [www.businessofgovernment.org/pdfs/Behn\\_Report.pdf](http://www.businessofgovernment.org/pdfs/Behn_Report.pdf)
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- Public Services Delivery (World Bank) [http://publications.worldbank.org/ecommerce/catalog/product?item\\_id=4652329](http://publications.worldbank.org/ecommerce/catalog/product?item_id=4652329)

If you have a report for inclusion in "Reports on the Web" contact Erik Bergrud at [ebergrud@aspanet.org](mailto:ebergrud@aspanet.org)

# Stand Where Things



## OPM Releases Results of 2004 Employee Benefits Survey

### Five Benefits Key in Federal Employees' Decisions to Accept or Remain in Federal Employment

Washington, DC—U.S. Office of Personnel Management (OPM) Acting Director Dan G. Blair recently released the results of the 2004 Employee Benefits Survey. The purpose of the survey was to determine employee attitudes about the importance, adequacy, value and competitiveness of federal benefit programs.

Last November, OPM issued the survey to a random sample of over 2,400 employees governmentwide. The target population included equal numbers of current employees with three or more years of federal service and new hires who had less than three years service. OPM received over 850 responses by the end of the eight-week administration period, in January 2005. Survey participants answered a 60-item questionnaire involving 10 benefit programs including Thrift Savings Plan; employee health benefits; retiree health benefits; retirement annuity; life insurance; long term care insurance; flexible spending accounts; health and wellness programs; telework; and child care subsidies.

The Thrift Savings Plan, employee health benefits, retiree health benefits and retirement annuity consistently rated the highest in importance and value. Life insurance benefits rated the fifth highest. The lowest rated benefits included telework, child care subsidies and health and wellness programs.

Some benefit programs received lower ratings because not all employees meet eligibility requirements. For instance, not all federal employees are eligible for childcare subsidies and some may be unable to participate in telework.

Lower ratings for some benefit programs may point to educational opportunities. For example, flexible spending accounts received relatively low ratings; therefore, increasing education on this program should raise employee perception of its value and may increase enrollment.

To access the survey results, please visit: [www.opm.gov/employment\\_and\\_benefits/survey/index.asp](http://www.opm.gov/employment_and_benefits/survey/index.asp).

## Rockefeller Institute Launches New Fiscal Information Website

The Nelson A. Rockefeller Institute of Government recently announced the launch of its new fiscal information website, Rockefeller Fiscal Studies <http://rfs.rockinst.org> (RFS). The new site replaces the Gateway to State and Local Government Information and houses a much more extensive collection of data and analyses on state and local government finances.

RFS also is considerably more user-friendly and is designed for users with varying levels of expertise. In addition to a comprehensive catalog of the Institute's reports on state and local fiscal issues, the site includes:

- Fast Facts on key government programs;
- State Fiscal Rankings on major revenue and expenditure variables;
- Comparative Revenue and Comparative Expenditures tables; and
- State Fiscal Profiles and Trends that show the composition of and trends in revenue and spending for each state.

See the website's overview of highlights <http://rfs.rockinst.org/pubdetail/9015> for an introductory user's guide.

## Nation's Leaders Take A Stand For Wildlife

### Over Half the Senate and More Than 100 Representatives Back State Wildlife Grants

Washington, DC—In a strong, bipartisan show of support for America's wildlife, 128 members of the U.S. House of Representatives and 55 Senators have signed letters urging a substantial increase in funding for wildlife conservation. The letters, addressed to the Chairman and Ranking Member of the Interior Appropriations Committee in both the House and Senate, support a funding level of \$85 million for the State Wildlife Grants Program in Fiscal Year 2006.

Last year, the State Wildlife Grants Program secured just under \$70 million in funding. The President's Fiscal Year 2005 budget proposed increasing the program to \$74 million. This letter by members of Congress recognizes the need is even greater by requesting \$85 million.

Created by Congress in 2001, the State Wildlife Grants Program serves to start early, strategic investments to conserve wildlife and habitat. The program helps states recover declining wildlife, saving both wildlife and taxpayer dollars and reducing costs and conflicts over endangered species listings. A matching requirement leverages federal funding from state and private sources, often doubling the impact of every dollar of federal funding.

The campaign for the letters was led by a bipartisan group of congressional leaders from across the nation. In the House of Representatives, the letter was led by Rep. Mike Thompson (D-CA), Rep. Jim Saxton (R-NJ), Rep. Ron Kind (D-WI) and Rep. Robin Hayes (R-NC). Senator Blanche Lincoln (D-AR) and Senator John Warner (R-VA) led the Senate letter. The letter is also strongly supported by the Congressional Sportsmen's Caucus, a bipartisan group of members of Congress who support hunting, fishing and conservation. This caucus, the largest in Congress, includes Representatives Thompson, Hayes, Kind and Saxton and

Senators Warner and Lincoln, along with many of the other supporters of the State Wildlife Grants letter.

The State Wildlife Grants program is supported by Teaming with Wildlife, a national coalition of more than 3000 groups representing sportsmen, environmentalists, wildlife management professionals and outdoor-related businesses. Teaming with Wildlife is spearheaded by the International Association of Fish and Wildlife Agencies (IAFWA), the association representing North America's fish and wildlife agencies. Teaming with Wildlife is driven by a steering committee of 13 organizations. They are: The Nature Conservancy; American Fisheries Society; American Zoo and Aquarium Association; Congressional Sportsmen's Foundation; National Wild Turkey Federation; National Wildlife Federation; Theodore Roosevelt Conservation Partnership; Wildlife Conservation Society; The Wildlife Society and; the Wildlife Management Institute.

Additional information on the State Wildlife Grants program and the Teaming with Wildlife campaign is available at [www.teaming.com](http://www.teaming.com).

## AmericaSpeaks Releases Report, Proposes Blueprint for National Discussions

Washington, DC—AmericaSpeaks has recently released "Millions of Voices: A Blueprint for Engaging the American Public in National Policy-Making," a detailed report outlining a comprehensive strategy to engage millions of Americans in solving the nation's most critical problems.

The report reflects the collaborative thinking of 12 leaders in the citizen engagement field, convened by AmericaSpeaks over nine months. Millions of Voices is based on the premise that if we are to reinvigorate American democratic institutions, new structures and processes are needed to engage citizens in the nation's policy-making process. The report offers a plan for National Discussions that will engage at least one million Americans in substantive deliberations about public issues designed to inform and influence decision-making in Washington.

The report recommends National Discussions be convened regularly to address the most pressing national issues facing the country such as health care, foreign policy, and the economy.

Development and production of the report were funded by The Rockefeller Brothers Fund.

For more information and a copy of the report visit [www.americaspeaks.org](http://www.americaspeaks.org).

If you have a press release for "Where Things Stand," contact Christine McCrehin at [cjewett@aspanet.org](mailto:cjewett@aspanet.org).



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**Chapter Number** \_\_\_\_\_

ASPA members receive free membership in one local chapter. Chapters are listed on the back of this form.

- Check here if you prefer to be an at-large member.
- Exclude my name from any listing of members sold commercially.

Please add the membership fee and total optional fees to arrive at a grand total fee.

**Grand Total Fee \$** \_\_\_\_\_

**Payment Information**

Dues must be prepaid. Send completed application and payment to: ASPA, c/o SunTrust Bank, Department 41, Washington, DC 20042-0041.

- Check payable to ASPA
- Mastercard
- VISA
- American Express

Card Number \_\_\_\_\_ Expiration Date \_\_\_\_\_

Signature \_\_\_\_\_

**Optional Fees**

**Section Fees**

Section membership is in addition to ASPA membership fees. Sections and fees are listed on the back of this form.

Section Code(s) \_\_\_\_\_

Total Section Fees \$ \_\_\_\_\_

**Additional Chapter Fees**

Chapter membership in addition to the one free provided by ASPA incur a \$6 fee. Additional Chapters are listed on the back of this form.

Additional Chapter(s) \_\_\_\_\_

Total Chapter Fees \$ \_\_\_\_\_

**Total Optional Fees:**

**Code of Ethics**

I have read and support the principles embodied in the ASPA Code of Ethics. (optional) See [www.aspanet.org](http://www.aspanet.org) for Code.

**Join Online Today!**

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MGM05

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# ASPA TIMES

Advancing excellence in public service. . .

## Public Service Recognition Week 2005 a Success

### ASPA Continues Annual Participation in National Mall Event with Exhibit Booth and Display



Washington, DC—Public Service Recognition Week (PSRW), an annual celebration honoring America's public servants, was held on May 2-8, 2005. The Week is a time set aside to honor those who ensure that our government is the best in the world. Around the country celebrations comprised of festivals, open houses, parades, community clean-up days, and fund-raising events to benefit charity were just some of the ways that public employees reached out to their communities.

The week was celebrated in our nation's capital from May 5-8 on the National Mall, at the PSRW Mall Event. For four days, more than 100 federal, civilian and military agencies displayed to thousands of visitors the services they provide to our nation. Visitors came to the Mall to explore employment opportunities, learn about new homeland security initiatives, discuss personal benefits, and have unparalleled interaction with the government agencies that serve their everyday needs.

Highlights of the Mall Event included:

- Climbing aboard tanks, jets, helicopters,

boats and other interactive displays. Visitors could even find out what its like to be a paratrooper.

- Seeing how Customs and ATF trained canines search for drugs, explosives, and missing people.
- Looking for a federal job, internship, or employment training at the OPM booth. The USAJobs website was accessible to all visitors and OPM employees were on hand to answer questions.
- Meeting McGruff the Crime Dog, Power Panther, Woodsy the Owl, and

Smokey Bear came to the event to help kids understand how government works.

- Playing tic-tac-toe with a Navy seal in the U.S. Navy dive tank.

The Public Service Recognition Week is sponsored by the Public Employees Roundtable at the Council for Excellence in Government and the Department of Defense.

For more information, visit [www.excelgov.org](http://www.excelgov.org).

## NPSA Winners Inspire Audience

### ASPA's Conference Hosts 22nd National Public Service Awards



ASPA Executive Director Antoinette Samuel (left) poses with (L to R) National Academy of Public Administration (NAPA) President Morgan Kinghorn, award co-sponsor; NPSA winners Maria Gomez; Frank Fairbanks; Elizabeth Hill and M. Peter McPherson; and 2004-05 ASPA President Cheryle Broom.

Each year at the Society's National Conference, ASPA and the National Academy of Public Administration (NAPA) host the National Public Service Award (NPSA) Ceremony and Luncheon. Established in 1983, the NPSA program pays tribute to exemplary public managers. For more than 20 years, the award has reflected pride in the public service by communicating professionalism, encouraging excellence and promoting positive awareness of public administration.

This year, each winner was asked to comment on the challenges they see facing public servants of the future. Following are their thoughts:

**Frank Fairbanks, City Manager, Phoenix, AZ:** The outcome of local government's work affects all who live there. There is recent national and international competition for economic vitality, and local governments affect an area's ability to attract industries and jobs. Cost is the enemy of innovation, and we have a limited ability to provide services.

It's always a question of time and speed. People are used to getting a on-line response in 15 seconds. They aren't willing to wait several days for a response from government. In essence, we compete with the private sector [in terms of public perception] regarding the quality and speed of service. The question is, is a city on the team to provide solutions.

Employees in Phoenix know more than I'll ever know. We have 14,000 employees, if we asked them for one good idea per year, that's 14,000 chances for innovation.

We need to involve our "shareholders" (our citizens) as we make decisions. It's not just up to government officials to decide where a park goes, or what services are improved. It's the citizens' park. Our work is a partnership with our citizens, and in many cases it's their volunteer efforts that enable us to do more.

We are the conscience for the underprivileged. Government needs to help those who need the most help to succeed to build a great city.

**Maria Gomez, Assistant Commissioner, MN Department of Human Services, Child and Family Services:** Public administrators will face important challenges in the near future as we adjust our public policies to address the demographic changes affecting our nation. One of those changes, the aging of our society, will have major impacts in all sectors of our society.

For example: between 2000 and 2050, the elderly population of Minnesota will more than double—from 600,000 to 1.6 million. The numbers grow even more dramatically for those over 85—from 85,000 to 325,000, an almost 400 percent increase. After this initial age wave, we as a society, will be permanently older. We will never be young again.

Because of our longer life expectancy and our lower fertility rates. This aging process is taking place in all industrialized nations. In many western European nations, people over 65 years already comprise over 25 percent of the population. The

## ASPA Lists Action Items

The ASPA National Council held its semi-annual meeting on Wednesday, April 6, 2005, at the Hyatt Regency Milwaukee, Milwaukee, WI. The following actions were approved.

### ASPA Endowment

Voted to recommend that the Endowment Board develop a protocol for developing and accepting major gifts to ASPA including the identification by the Executive Director as the point person for the protocol's implementation.

Voted to transfer a donation from ASPA past president Elmer Staats to ASPA's Endowment.

### ASPA National Conference Site Selection

Voted to accept the proposed conference sites for 2008 (Dallas, TX), 2009 (Miami, FL) and 2010 (San Jose, CA).

### Audit

Voted to appoint a committee to study the budgetary implications of the current reserve policy.

### Bylaws

Voted to adopt the recommendations of the By-Laws Task Force and proposed by-laws revisions.

### Chapters

Voted to approve the codifying of the Chapter Rebate Appeals Process, the ASPA University Based Affiliate Chapter policies and procedures, and ASPA's Chapter Disestablishment Policy.

### Consent Agenda

Voted to approve the September 12, 2004 minutes.

### Ethics

Voted to reactivate the ASPA Code of Ethics Review Committee.

### Finance

Voted that the National Council adopt a supplemental appropriation to the 2005 ASPA operating budget from 2004 net income.

Voted to establish a collaborative Task Force to develop a Long-Term Financial Plan for the Society and appoint Susan Baugh as the Chair.

### International

Voted to approve the vision of the International Coordination Policy Proposal and its policy intent as specified by the proposals.

Voted to authorize the ASPA executive director to provide to the National Council no later than the 2005 Midyear Meetings an implementation plan report related to the International Coordination Policy Proposal that includes budgetary costs and benefits.

### PAR Editor Selection

Voted to approve the ratification by council of appointment of Richard Stillman to PAR

Editor-in-Chief and Jos Raadscheders to PAR Managing Associate Editor effective January 1, 2006.

Voted to establish a Performance Evaluation Committee to develop evaluation criteria and process and convey to new editors.

### Publications

Voted to send a letter of congratulations and continuation of ASPA co-sponsorship to the *Review of Public Personnel Administration*; *Public Performance and Management Review*; *Public Budgeting and Finance*; *Criminal Justice Policy Review*; and *State and Local Government Review*.

Voted to send a letter to the Section Chairs of *Public Voices*; *Journal of Public Management and Social Policy*; and *Journal of Public Affairs Education* to respond within 90 days by filing a contract or complete written report with the ASPA Communications Department.

Donald C. Menzel

## PRESIDENT'S COLUMN



## The Power of Pride

Not long after September 11, 2001, Americans began to realize just how heroic our firefighters, police, emergency medical and military personnel, and even those aboard the doomed airplanes were. Those performances under the most adverse and dastardly circumstances made every American proud of being an American. Don't you agree? A little later a bumper sticker appeared "The Power of Pride," and I recall proudly attaching it to my office filing cabinet in full view of all who entered. I don't know if it is still there as I have moved a 1,000 miles south.

The "power of pride" is real in everyday organizational and personal life and we should never forget why this is so. It is a power that is derived from accomplishments. Do you remember the first time your mother or father expressed pride in your accomplishments? My first encounter was when, as an eight-year-old I sang "You are my sunshine" before a women's group. My mother beamed. I reckon it was an accomplishment because I was brave enough to sing and not so much because of how well I sang. I don't believe I've ever sung publicly since that auspicious day in 1948. This proud moment—and many others to come during my youth—propelled me into a public service career, first as a member of the Armed Forces and then as an educator. The power of pride is real.

I have experienced it, as well, in organizational life and I imagine you have, too. I have had the good fortune to be a member of the highly regarded graduate public administration program at Northern Illinois University and to be empowered by the pride that students, faculty, alumni and the institution take in the accomplishments of the program.

Times and circumstances change, and I now find myself taking more pride than ever in the accomplishments of ASPA. ASPA pride is not new to me, as I recall sitting through a long day of committee reports some 10 years ago at a National Council meeting and saying to myself, "Wow, I cannot believe what all is going on in ASPA!" I took pride in the many accomplishments of ASPA members and committees. I was reminded more than once this past year of ASPA's accomplishments as I traveled to Macau, Chengdu, Beijing, China, and Seoul, South Korea, for conferences and MOU signing ceremonies. Our Chinese colleagues view ASPA as a powerful voice for professionalism, competency and merit in governance—and it is! They seem to marvel at the fact that 10,000 men and women can join together in the common cause of promoting ethical and democratic governance. The power of pride is real.

ASPA accomplishments that you can take pride in are continuing. Let me draw to

your attention one set of accomplishments. We are on the move thanks to the initiative of former President Cheryl Broom who created the Ethics Visibility Action Team in response to ASPA member Mylon Winn and others' concern about the lack of visibility of the ASPA Code of Ethics in the Society's life. The Action Team began work in September 2004 and submitted its report to the ASPA officers and Pride Steering Group in January 2005. Here is what the action team is calling for.

- Place an "Ethics Feature" in the *PA TIMES* to highlight ASPA's Code of Ethics—in other words, use the feature to explicate various aspects of the Code. This approach could be used to address the issue of "what does the Code mean in my day-to-day life?" Or, how do I interpret the Code in a meaningful, concrete fashion? A "Know Your Code" approach to the ethics feature could appear monthly or on an occasional basis.

*Rationale:* There has been no systematic or explicit effort to illustrate how the Code of Ethics actually applies in day-to-day situations. This feature of the *PA TIMES* would complement the Ethics Moment, not duplicate or compete with it.

- Prepare a packaged Ethics training program for use by Chapters, public agencies and students.

The training program would include a facilitator or leader's guide, and a handbook for participants. The handbook would include case studies and other text related to the Code of Ethics. These materials would be the basis for group discussions and evaluation.

*Rationale:* While some professional organizations have made this kind of resource available, ASPA has not done so. The Combating Corruption/Encouraging Ethics paper bound book that was published in 1990 approaches this goal and is currently under revision. Perhaps the revised book could be complemented by supplementary materials that in toto could constitute a training package. This recommendation will require resources.

- Create an ASPA dedicated website such as ethics.org or integrity.org or publicintegrity.org that contains the ASPA code and is useful as a resource that complements but does not replace the Ethics Section's website.

*Rationale:* Neither the ASPA Code nor relevant ASPA related ethics materials are highly visible on the ASPA website. While the Ethics Section maintains a website, this is not sufficient for making ethics more visible in the Society.

- Establish an ethics advisory council or body that would receive and act on requests for ethics guidance by the membership and make recommendations to National Council regarding how to promote ethical behavior and discourage behavior contrary to the ASPA Code of Ethics.

*Rationale:* ASPA members and officers do not have access to any kind of ethics advisory body in ASPA. This proposal could serve as a form for an organizational conscience and, indeed, offer practical advice to members. The editor of the Ethics Moment does receive from time-to-time requests for advice but this is not the responsibility of the editor or the column. Moreover, it is common place for

professional organizations to have such an advisory body and, given the salience of ethics in the ASPA strategic plan, it is somewhat surprising that there is no vehicle available for ethics advice.

- Have all journals affiliated with ASPA reference the ASPA Code of Ethics, in some manner.

*Rationale:* The Action Team is not suggesting that all ASPA related journals should publish the Code but is asking that there be some reference to it, at a minimum a URL for it. This would add great visibility to the Code at a minimum cost.

I am calling on all ASPA members to support these proposals, and more, to do our part to turn on the bright lights of ethical behavior in America. The power of pride in ASPA accomplishments is real.

I am pleased to acknowledge the contributions of members of the Ethics Visibility Action Team—Sam Halter, former city administrator; Eric Johnson, director of Management and Budget, Hillsborough County, FL; Caroline Westerhof, Florida Metropolitan University; Ethel Williams, University of Nebraska, Omaha; Tom Lynch, former ASPA president and professor Louisiana State University; Vaughn Blankenship, University of Illinois-Chicago; Jim Slack, University of Alabama, Birmingham; Mylon Winn, Southern University; Larry Cobb, EthicsWorks.

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

## ASPA Endowment Receives \$200,000 Donation



On April 4, the ASPA Endowment announced a \$200,000 gift from the Vaden-Rey Foundation. The donors seek to honor their father, Richard E. Vaden, a long-time and dedicated ASPA member. The gift is intended to establish, under the ASPA Endowment, a volunteer leadership position at the national level that will provide ASPA with a distinguished academic or government official to advise its officers and executive director. This nationally known figure will serve as a visible symbol of ASPA's important role in public administration and will encourage active participation in ASPA of his or her peers. This official will participate in national conferences and be given opportunities to meet and interact with ASPA members, especially the young professionals.

Antoinette Samuel  
**EXECUTIVE DIRECTOR**



## An Exit Interview

**After Seven Years, Erik Bergrud Leaves ASPA Staff to take Position with Park University**



**Erik Bergrud will leave ASPA to pursue career at Park University in Kansas City, MO.**

Dear ASPA Members:

Last month Erik Bergrud, ASPA's director of program and service development, informed me of his decision to accept a new position with Park University, Kansas City, MO. Erik is more than simply a member of ASPA's staff at the National Office. He has proven to be an invaluable ASPA asset. From my heart, I regret his leaving; but, from my head, I have to acknowledge and support this wonderful career move. I remind myself that—"It's a long road that has no turning."

I asked Erik to allow me to conduct an informative exit interview for our readers. I hope you find it interesting and exemplary of his intellect, professional drive and long-standing commitment to ASPA.

**Toni:** Although we have discussed the opportunity that was the impetus for your decision to leave ASPA, please share your news with our readers.

**Erik:** In April, the Park University president and provost invited me to discuss some new initiatives taking place at their institution. We engaged in a stimulating and thought-provoking conversation. Last month, they offered me a position as director of the University's new International Center for Civic Engagement and special assistant to the president for University Projects on Civic Engagement. The University will also confer assistant professor faculty rank upon me.

In this position, I will be called upon to advance the University's global mission, establish linkages with international efforts across campus and provide innovative educational opportunities for learners within the global society, while establishing an outlet for channeling community outreach efforts in the Kansas City metropolitan area. I will also assist faculty in developing an international component for key MPA courses.

Opting to leave the ASPA staff after more than seven years of service was a challenging decision. However, I believe that this move will benefit my family and me. I also look forward to returning to Park, my former employer for six years and the institution where I earned my MPA degree.

**Toni:** Personally, after I survived the initial disappointment about your leaving the staff of ASPA, I realized what a great career move this was for you. However, I don't plan to lose you as a resource to our Society. So, I know my plans, but what do you see as ways ASPA may collaborate with you and Park University?

**Erik:** As you and I have discussed, I intend to collaborate with ASPA in producing some of its e-newsletters. Additionally, with ASPA's consent, I intend to continue serving as its liaison to the United Nations Online Network in Public Administration and Finance (UNPAN).

I will also encourage Park students and faculty to play active roles in ASPA at the local and national levels. Undoubtedly, the International Center for Civic Engagement will attempt to be visible at various ASPA conferences.

**Toni:** What will you miss most about being on the staff of ASPA?

**Erik:** I will miss working with my colleagues, most notably at our semi-annual meetings. As a virtual employee, I rarely got to see the other staff members, but I felt like "one of the team" whenever we worked side-by-side at our national conferences and mid-year leadership meetings.

**Toni:** I have often reflected upon the commitment, dedication and professional skill that you brought to your position. However, what would you describe as your most valuable contribution(s)?

**Erik:** My professor and mentor, Jerzy Hauptmann, taught me that there is more to public service than simply punching a time clock. He inspired me to meet new challenges and seek new learning opportunities with enthusiasm. This explains some of my unusual job titles during my time at ASPA (e.g., director of information services, senior director for chapter, section and e-organization development). To this day, I cannot succinctly describe my official duties.

**Toni:** Since none of us is perfect, and just for fun, what did you try that didn't exactly have the outcome you wanted?

**Erik:** Two initiatives come to mind immediately. In 1998, we attempted to launch a high school student outreach program in conjunction with AmeriCorps. We had hoped to promote mentoring at the local level but the administrative burden that this would have placed on our chapters made the program unsustainable. Having survived that setback, I then became the staff member responsible for an ASPA online community, which was intended to engage members via polls, chat rooms, etc. This too proved to be a disappointment and we abandoned the community and focused attention on improving our general website. Both cases demonstrated the need to engage members in our decision-making process. Had we done so, we might have charted alternate paths.

**Toni:** I will truly miss your funny "ASPA stories." So, tell another to hold me over until we meet again!!

**Erik:** The 1998 SECoPA Conference, scheduled to take place in October 1998 in Pensacola, FL, was postponed when a hurricane damaged the conference hotel. That's not the funny part of the story. Organizers scrambled to reschedule the conference three months later. After arriving in town late one January afternoon, I joined ASPA members Steven Bobes, Arie Halachmi and Bill Solomon

for dinner at a nice seafood restaurant. I ordered scallops and spent most of that night with my head over a toilet. The following morning, I ran into Steve and Bill who had a chuckle at my expense (and have been reminding me about this ever since). I dreaded telling the story to Arie, who observes certain kosher restrictions, including abstaining from eating scallops and pork. When he saw me (undoubtedly with a ghostly complexion on my face), he simply shrugged and said, "Maybe there's something to be learned here."

**Toni:** Also was there a moment or event, during your time with ASPA, which touched you in a significant or meaningful way?

**Erik:** On September 11, 2001, we shut down our Washington, DC, office and sent staff members home after hearing news accounts of terrorist attacks in the area. Working from my Kansas City home, I turned my attention to ASPA members working in or near the World Trade Center. Hearing the voices of and receiving e-mail messages from members who were still alive really touched me and affirmed for me the meaning of the "ASPA family."

On a more personal level, I was moved by the dozens of congratulatory e-mails I received following the October 2002 birth of my son, Luke. I have saved each of them and plan on sharing them with him when he gets older.

**Toni:** As someone who has had the unique perspective of serving ASPA as a member, a chapter president, a member of the National Council and recently seven years on staff, I'd be interested in knowing:

a. What do you see as the strengths of our Society?

**Erik:** ASPA's key (and most underutilized) strength is its membership. I have no doubt that if ASPA were asked to help tackle a major social challenge, it could draw upon the talents and experience of its members.

b. What are our challenges?

**Erik:** ASPA faces several challenges, but in the interest of brevity, I will identify two.

In his 1953 book *The Hedgehog and the Fox*, Sir Isaiah Berlin noted, "There is a line among the fragments of the Greek poet Archilochus which says: 'The fox knows many things, but the hedgehog knows one big thing.'" ASPA stands alone as a generalist association at a time when more than 400 specialized public administrations compete for members. In an era of foxes, ASPA needs to make a more compelling case for the role of hedgehogs in professional public administration.

In its literature, ASPA frequently points to its rich 65-year history. Unfortunately,

## ASPA Acknowledges Contributors

### Supporting Contributors

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# ASPA By-Laws Changes Proposed: Member Vote Required

At the April 2005 National Council meeting, a number of changes were proposed to the organization's by-laws as part of the mandated five-year by-laws review process. Only those sections of the by-laws to be changed are reproduced here. For a full, unedited copy of ASPA's by-laws, visit our website at [www.aspanet.org](http://www.aspanet.org).

Text that has been struck through will be deleted from the by-laws. Text that is italicized and underlined will be added.

## Article I: Purposes

~~The American Society for Public Administration ("Society") is a corporation under the general not for profit corporation act of the State of Illinois, incorporated September 13, 1945. From 1939 to 1945, there existed an unincorporated association known as ASPA. Upon incorporation of ASPA in 1945, members of the unincorporated association became members of the ASPA corporation.~~

The *American Society for Public Administration* is organized for the following educational and scientific purposes, as stated in its articles of incorporation:

(...)

~~Consistent with those purposes, the Society undertakes its professional and educational activities to advance and advocate excellence in public service by:~~

· ~~To upholding and promoting integrity, ethics, and professionalism in the public service~~

· ~~To promoting the equality of opportunity of all persons through public administration~~

· ~~To taking positions on (1) policy issues dealing with professional standards and the image of the public service, (2) policy issues with implications for the management of public organizations and the workplace environment, and (3) policy issues relating to major program areas of public agencies.~~ take positions on policy issues relating to professional standards and the image of the public service; with implications for the management of public organizations and the workplace environment; and relating to major program areas of public agencies.

## Article II: Membership

### Section 1: Categories of Membership

A. Any person or organization interested in the purposes of the Society shall be eligible for membership.

B. Categories of membership and rights and benefits pertaining thereto (including the right to vote or any limitation or denial of same) shall be determined based on the dues structure established from time to time by the board of directors of the Society (herein "Council").

C. No membership dues or fees shall be raised increased within the year for which they have been paid.

### Section 2: Rights of Membership

A. All individuals holding membership in the Society shall have the right to vote for officers and for Council members, stand for election to office, attend meetings of the Society, and may have such other rights and benefits of membership as the Council may from time to time determine.

B. Individuals designated as members under agency-organization memberships shall have the right to vote, stand for election to office, attend meetings of the Society, and may have such other rights and benefits of membership as the Council may from time to time determine.

C. Members are encouraged to join chapters near their places of employment or residence (provided, however, that in the case of ~~foreign members~~ where no chapter or electoral district exists, in accordance with procedures established by the Council from time to time, ~~said foreign~~ foreign members may designate an electoral district in which they may cast a vote on any or all matters presented to the membership for a vote) and are entitled to membership in a primary chapter as part of their annual dues. Persons not wishing to belong to any chapter shall be Members At-large. Persons wishing to join additional chapters may do so by paying the fee stipulated in the dues schedule. Members may join sections from time to time by the Council, in consultation with the sections.

~~D. For purposes of determining members~~ All members in good standing are entitled to vote at a meeting of members; ~~the Council may fix in advance a date to be the date for any such determination of members entitled to vote, and such date shall not be less than twenty (20) nor more than sixty (60) days preceding such meeting.~~

### Section 3: Meetings of the Membership

A. Annual Meeting: The annual meeting of members shall be held at a time and place designated by the Council.

B. Special Meetings: The President or Council may call special meetings of the membership.

C. Notice: Written notice stating the place, day, and hour of the meeting of members shall be delivered not less than twenty (20) nor more than sixty (60) days before the date of the meeting.

~~D. Other Meetings: The Society encourages members of various chapters to work together to hold conferences at places and times to be determined by the respective conference planning committees. The Society also encourages chapters to work together to pursue projects with regional interests.~~

~~ED.~~ All meetings of the membership shall be open to any member of the Society.

### Section 4: Quorum of Membership

~~Ten~~ One percent (10%) of the members entitled to vote shall constitute a quorum for the transaction of business by the membership. The act of a majority of the membership entitled to vote present at a meeting at which a quorum is present

shall be the act of the membership. In the absence of a quorum, any action taken shall be recommendatory only, but may become valid action if subsequently confirmed by a majority vote, in conformity with the quorum requirements, by a mail ballot of the membership entitled to vote.

### Section 5: Termination or Denial of Membership

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~~ has acted in violation of the Society's Code of Ethics ~~as published from time to time.~~

## Article III: National Council

### Section 1: General Powers

A. The board of directors of the Society shall be known as the National Council ("Council"). The Society and the Council shall have and shall exercise all powers of a not for profit corporation under the law of Illinois, including but not limited to the power to: (1) contract for all necessary things and services in connection with the management of the Society, including the employment of auditors, ~~(2) delegate powers and duties to its officers and employees, and provide for the business and conduct of annual and special meetings,~~ (3) (2) issue and distribute the Society's journal and other publications; ~~(4) (3)~~ establish, oversee, and disestablish chapters and sections; ~~(5) (4)~~ establish, oversee, and disestablish committees and other bodies for various purposes; ~~(6) (5)~~ appoint and remove any Executive Director; and ~~(7) (6)~~ recommend to the membership, the adoption, amendment, repeal of bylaws of the Society.

(...)

### Section 4: Nominations and Elections

A. Members, chapters, sections, and the Council members will be invited to submit recommendations to the Nominating Committee for consideration as Council ~~members~~ nominees.

B. To be eligible for nomination to the Council, a person shall be a member of the Society ~~and must have been a member for at least one (1) year immediately prior to his/her nomination. Also, a candidate shall be a current or former chapter or section officer.~~ In addition, a candidate shall have his/her residence or principal place of employment in the electoral district from which he/she is nominated and is to stand for election and shall be an active member of a chapter within that electoral district.

C. Council candidates may be recommended from any source. If insufficient recommendations are received by the deadline, current Council members will be asked to provide one (1) name each.

D. Names of consenting members may also be placed in nomination by petitions signed by at least twenty-five (25) members of the electoral district in which the candidate wishes to run and presented to the Nominating Committee not later than forty-five (45) calendar days follow-

ing the official announcement of the Nominating Committee slate.

E. In the event that a person is elected to the Council but declines to take his or her seat, ~~the Executive Director shall declare~~ the candidate receiving the next highest number of ballots ~~to~~ shall be the winner. Should there be no other candidate for the office, the matter shall be treated in the fashion of a resignation, and the President shall appoint a person to the seat until the next regularly scheduled election.

F. In the event of a contested election, the Council in its sole and absolute discretion shall have final authority to declare the results of the election.

G. The Executive Director shall provide each member, not less than ninety (90) calendar days prior to the annual meeting of the membership, a ballot including the candidates for Vice President and Council members together with biographical information on each candidate. The members must return ballots to the National Office no later than the deadline stated on the ballot.

H. Space shall be provided on the ballot for ~~writing in the names of additional candidates.~~ write in votes.

I. The nominee receiving the highest number of votes for each office shall be elected. In the event of a tie vote, the winner will be determined by drawing of lots or flip of the coin by the current President at a Council meeting.

J. The President shall announce the results of the elections at the annual meeting of the membership.

K. The newly elected Council members and incoming officers shall assume office at ~~the closing of the annual meeting of the membership.~~ the conclusion of the meeting of the prior Council at the National Conference or at a time in between the meeting of the prior Council and the meeting of the new Council.

(...)

### Section 8: Committees

A. Establishment: There shall be two (2) types of committees: standing and ad hoc.

1. Standing committees shall be established through the bylaws and are deemed to be permanent, subject only to subsequent amendments to the bylaws. There are three (3) standing committees: Executive Committee, Nominating Committee and Finance Committee.

2. Ad hoc committees may be established by the Council or by the President. Ad hoc committees established by the Council are considered to be ongoing until disestablishment by the Council. Committees established by the President expire with the term of the President. In establishing committees that will require substantial Society resources, the Council and the President shall seek the advice of the appropriate body regarding their consistency with and contributions toward the Society's goals and purposes and with the Finance Committee on the availability of staff and other financial resources to support the proposed committees.

B. Appointment of Members: The President shall appoint the chairperson and members of each committee to serve during the President's term of office.

Chairpersons and members of the boards and committees shall be appointed by the President. Each committee shall have two (2) or more Council members, and a majority of the membership of each committee shall be Council members; provided *except*, however, that the Nominating Committee may be composed entirely of persons who are not Council members. All committee members shall serve at the pleasure of the Council.

C. Disestablishment of Committees: Standing committees may be disestablished only by a vote of the Council according to the procedure for amendments to the bylaws. Ad hoc committees may only be disestablished by the Council except for committees established by the President. The President may disestablish a committee he/she established. All ad hoc committees shall be reviewed periodically as to their performance and may be disestablished under procedures established by the Council when the committees no longer meet their intended purpose or have completed their assignment.

**Section 9: Executive Committee**

Should the Council establish an Executive Committee, the Committee would be governed by the following rules: The Executive Committee shall consist of the President, President-Elect, Vice President, the Secretary-Treasurer (as a nonvoting member). The Executive Committee shall have the power to transact all regular business of the Society during the interim between the meetings of the Council, provided such action shall not conflict with the policies and expressed wishes of the Council. Executive Committee actions shall be reported fully to the Council at the Council's next meeting. The presence of three (3) members of the Executive Committee shall constitute a quorum for the conduct of the committee's business.

**Section 10: Nominating Committee**

A. The Nominating Committee shall consist of the three (3) most recent Past Presidents who are still members able and willing to serve thereon plus four (4) other members from different electoral districts of the Society and who are not members of the Council nor Past Presidents. The President shall appoint two (2), the President-Elect shall appoint one (1) and the Vice President shall appoint one (1). If there are not three (3) Past Presidents available, the President may appoint a sufficient number of other members to complete the Committee. An announcement of the appointment of the Committee shall be made promptly through the Society's newspaper. The membership shall be notified promptly of the appointment of the committee.

(...)

D. The Nominating Committee shall present a slate of candidates which is broadly representative of the various groups within the Society. The Nominating

Committee will give strong consideration to a person's contributions to the Society and the public service.

**Section 11: Finance Committee**

There shall be a Finance Committee, with the chairperson appointed by the President. The Council shall adopt Society investment guidelines

which will be supervised by the Finance Committee. *The Finance Committee shall recommend a budget to the Council. The Council shall adopt the budget of the Society in accordance with guidelines established by the Finance Committee. Any deficit financing plan shall be approved by the Council in advance.*

**Section 12: Other Bodies**

A. From time to time, the Council or the President may establish additional bodies other than committees, such as commissions, task forces, steering groups, action teams, advisory boards, editorial boards or any other type of body composed of members, non-members or a combination. In establishing other bodies that will require substantial Society resources, the Council and the President shall seek the advice of the appropriate committee regarding their consistency with and contributions toward the Society's goals and purposes and with the Finance Committee on the availability of staff and other financial resources to support the proposed committees. All persons serving on such bodies shall serve at the pleasure of the Council. The Council will determine whether any such body reports to a committee of the Council or directly to the Council, and the Council may establish duties, rules and reporting lines for all such bodies.

B. Board of Advisors: There shall be a board of advisors of well-known experts in public service, both practitioners and scholars, and representatives from various foundations that support public service.

Members of the board of advisors will lend their names to support the Society and will be available as honorary chairs of fund-raising campaigns and conferences. The board of advisors shall be appointed by the Council for such terms and such duties as the Council may from time to time determine. All advisory board members serve at the pleasure of the Council.

(...)

**Article IV: Officers**

**Section 1: Officers and Term of Office**

A. The officers of the Society shall be the President, the President-Elect, the Vice President, and the Secretary-Treasurer, who shall be the officer known as the Executive Director. *The Council may create other nonvoting officer positions as it deems necessary.*

B. The President-Elect will automatically

succeed to the office of the President upon completion of the President's term.

C. The Vice President, elected by the members of the Society by annual ballot for a term of one (1) year, will automatically succeed to the office of President-Elect upon completion of the President-Elect's term.

D. The Executive Director shall be appointed by the Council.

E. *Elected* officers shall be automatically removed from office at the end of the third meeting from which the member is absent, unless the Council, by majority vote of members entitled to vote, declares that one (1) or more of the member's absences are excused, or whenever membership is terminated or denied in accordance with Article II., Section 5.

F. ~~There shall also be an honorary office known as Editor in Chief of the Society's journal; provided, however, that the holder of this office shall not be a corporate officer of the Society. The President shall appoint the Editor-in-Chief of the Society's journal shall be appointed for an initial term of three (3) years by the President subject to ratification by the Council. The appointment shall be renewable for successive three (3) year terms subject to ratification by the Council. The Editor-in-Chief serves at the pleasure of the Council.~~

**Section 2: Nominations**

A. Members, chapters, sections, and the Council members will be invited to submit recommendations for consideration for Vice President to the Nominating Committee.

B. To be eligible for nomination for Vice President, a person shall be a member of the Society and must have been a member for at least one (1) year immediately prior to his/her nomination. Also, a candidate shall be a current or former chapter or section officer.

(...)

**Section 4: Duties of the President**

(...)

F. As the public symbol of the Society, the President shall act at such times and places as necessary and take such actions as useful to execute the provisions of the bylaws, policies of the Society, and protect the rights and welfare and promote the interests of the members. ~~On issues of significance, the President shall, in situations of dispute regarding policy~~

implementation, act as a liaison between the Executive Director, other officers and Council members, chapter presidents, committee and section chairpersons, and such other agents of the Society as may exist or from time to time be established.

G. The President shall perform all duties prescribed by the bylaws and such others as may from time to time be entrusted to this office by the Council.

(...)

**Section 7: Duties of the Executive Director**

A. The Executive Director is the chief executive officer of the Society and generally is responsible for the execution of Society business.

B. The Executive Director serves as the Secretary-Treasurer of the corporation and serves as the fiscal agent for all Society business.

C. The Executive Director is the editor-in-chief of PA Times.

~~D. While this list is not intended to be all inclusive, the Executive Director:~~

~~—provides staff support for the Council and officers of the Society~~

~~—recruits, appoints, develops, and removes all employees~~

~~—prepares and makes reports to the Society at least annually~~

~~—assists in the development of new chapters and sections~~

~~—assists in the oversight and management of chapters and sections~~

~~—is responsible for accurate and timely keeping of member records~~

*D. The Executive Director* prepares and recommends an annual budget to the Council through the Finance Committee

~~—makes recommendations to the Council on any aspect of the Society business~~

~~—gives regular progress reports to the Council~~

E. Pursuant to the not for profit corporation act of the State of Illinois, the Executive Director, as Secretary of the Council, shall cause to be filed with the Secretary of State of Illinois the annual report of the Society on the form provided by the Secretary of State.

(...)

**OFFICIAL BALLOT: 2005 ASPA By-laws Five-Year Review**

Yes, I am in favor of the proposed changes to the by-laws.

No, I am not in favor of the proposed changes to the by-laws.

Included in your issue of PA TIMES should be a postage paid envelope. Please cut out this ballot and send it back to ASPA by July 31, 2005.

If no envelope was included in your PA TIMES, please fax this ballot to (202) 638-4952.



*Advancing excellence in public service . . .*

## ASPA In Brief

### Chapters Run Risk of Forfeiting Rebate Checks

Each year, ASPA provides a rebate check to "compliant chapters" based on their total membership. Chapters are deemed to be in compliance if a) they have submitted their annual financial statement and officer list and b) all their officers are current ASPA members. By ASPA policy, chapters have a one-year grace period to submit their forms before forfeiting any funds. The following chapters have yet to submit all their 2004-5 forms and must do so before December 31, 2005.

Arkansas  
Bakersfield  
Central Illinois  
Colorado  
Delaware  
Detroit Metropolitan  
East Georgia  
Empire State Capital  
Greater Akron  
High Plains Texas  
Houston Texas  
Indiana  
Inland Northwest  
Iowa Capital  
Kentucky  
Lowcountry  
Memphis/Mid South  
Metropolitan Louisville  
Milwaukee  
Minnesota  
Mississippi  
National Capital Area  
New Jersey  
North Texas  
Northeast Florida  
Northern Virginia  
Northwest Indiana  
Orange County  
Oregon/SW Washington  
Philadelphia Area  
Rhode Island  
San Diego  
Southwest Georgia  
Southwest Virginia  
Suncoast  
Treasure Coast  
University of Central Florida  
University of Pittsburgh  
Upstate South Carolina  
Vermont  
West Michigan  
Wisconsin Capital

For your convenience, ASPA has posted the reporting forms on its website. You can either return them via mail or fax or submit them directly online. If you have any questions or if you believe your chapter

was listed here in error, please contact Erik Bergrud at [ebergrud@aspanet.org](mailto:ebergrud@aspanet.org) or (816) 891-2490.

URL:  
[www.aspanet.org/scriptcontent/index\\_chaps.ec.cfm](http://www.aspanet.org/scriptcontent/index_chaps.ec.cfm)

### ASPA Members Seek to Establish Section on Native American Governance

Some ASPA members are seeking to establish within the Society a Section on Native American Governance, which would focus on 400+ public administration styles, the issue of sovereignty, and other various issues that have not historically had a place for discussion. According to ASPA policy, a minimum of 1% of the total membership must agree to join a new section before it can be formally chartered. To express your interest in becoming a Section member, please contact Nels Lindahl at [nels@nelslindahl.net](mailto:nels@nelslindahl.net).

### ASPA President Speaks at Suncoast and Central Florida Chapter Events

The Central Florida ASPA Chapter held its annual luncheon meeting May 18, 2005, at which ASPA President Don Menzel spoke on the subject of "The Ethical Administrator." He asserted that the making of an ethical administrator remains something of a mystery but there is widespread agreement that educational institutions and professional societies such as ASPA can contribute to this very important task.

The Suncoast Chapter held its annual awards banquet May 21, 2005, at which Menzel spoke on the subject of "ASPA's Roots." He pointed out that the founder's were firmly committed to the development of a real sense of community between public administration practitioners and academics committed to advancing knowledge of public administration as a field of study.

### SPPM Welcomes Subscriptions to Listserv

In an effort to engage in conversation with the broad public performance and management community, ASPA's Section on Public Performance and Management (SPPM) welcomes all individuals to subscribe to its listserv. SPPM members receive the quarterly journal, Public Performance and Management Review.

URL:  
[http://aspaonline.org/mailman/listinfo/sppm\\_aspaonline.org](http://aspaonline.org/mailman/listinfo/sppm_aspaonline.org)

### New Editor For SIAM Journal

Michael J. Scicchitano is the new editor of State and Local Government Review. The Review is a national journal of research and viewpoints published by the University of Georgia's Carl Vinson Institute of Government, in cooperation with ASPA's Section on Public Administration and Intergovernmental Management (SIAM). Scicchitano is associate professor in the Department of Political Science at the University of Florida, where he directs the master's program in Public Affairs and the

Florida Survey Research Center. He has been associate editor of State and Local Government Review for several years.

For more information contact Ann Allen, [allen@cviog.uga.edu](mailto:allen@cviog.uga.edu), 706/542-6221 or Michael Scicchitano, [mscicc@ufl.edu](mailto:mscicc@ufl.edu).

### Argow Joins Chapter Technical Assistance Team

ASPA past president Todd Argow has joined the Society's Chapter Technical Assistance Team and will assist chapters with membership development. In addition to his national leadership role, Argow has also served as president of three ASPA chapters and led a successful membership initiative for the Los Angeles Metropolitan Chapter.

If your chapter or section needs technical support in a specific area, please contact the appropriate team member listed below:

#### Chapter Technical Assistance Team

*Awards Programs*

Bill Ciaccio  
[wciaccio@aspanet.org](mailto:wciaccio@aspanet.org)

*Financial Management*

Francine Maldonado  
[fmaldonado@aspanet.org](mailto:fmaldonado@aspanet.org)

*Membership Development*

Todd Argow  
[targow@aspanet.org](mailto:targow@aspanet.org)

*Newsletter Development*

TBA

*Organizational Enrichment/Stability*

James Nordin  
[jnordin@aspanet.org](mailto:jnordin@aspanet.org)

*Program Development*

Ann Hess  
[ahess@aspanet.org](mailto:ahess@aspanet.org)

*Website Development*

Leslie Beauregard  
[lbeauregard@aspanet.org](mailto:lbeauregard@aspanet.org)

#### Section Technical Assistance Team

*Awards Programs*

TBA

*Conference/Seminar Development*

Delores Strain  
[dstrain@aspanet.org](mailto:dstrain@aspanet.org)

*Financial Management*

Larry Walters  
[lwalters@aspanet.org](mailto:lwalters@aspanet.org)

*Membership Development*

Carole Jurkiewicz  
[cjurkiewicz@aspanet.org](mailto:cjurkiewicz@aspanet.org)

*Newsletter Development*

Russ Williams  
[rwilliams@aspanet.org](mailto:rwilliams@aspanet.org)

*Website Development*

TBA

If you have an item appropriate for inclusion in "ASPA In Brief" contact Erik Bergrud at [ebergrud@aspanet.org](mailto:ebergrud@aspanet.org)

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# Evergreen Chapter Celebrates Public Service Recognition Week and Promotes Ethical Leadership



Bill Grace facilitates ethics panels with Wayne Barnett (left), Charles Ruthford (center) and David Okimoto.

## David Broom



The Evergreen Chapter celebrated Public Service Recognition Week with its annual awards event on May 5th. The awards luncheon was combined with a day-long seminar entitled "Ethical Leadership in the 21st Century: Skills, Challenges and Perspectives."

The ethics seminar was facilitated by Bill Grace, co-founder of the Center for

Ethical Leadership in Seattle. Grace, former administrator and instructor at Seattle University, is a sought-after speaker on the topic of ethical leadership. Following the awards luncheon, attendees participated in a panel discussion with Charles Ruthford, an ethics specialist with The Boeing Company; David Okimoto, United Way executive and Wayne Barnett, director of the Seattle Ethics and Elections Commission.

More than 50 chapter members and guests attended the awards luncheon. Chapter

President Mary Van Verst opened the awards luncheon by delivering a proclamation from recently elected Washington Governor Christine Gregoire. The proclamation recognized the outstanding contributions of public service employees across the state and added special significance to Public Service Recognition Week in Washington State.

ASPA's Immediate Past President Cheryl Broom joined Van Verst in presenting the Evergreen Chapter's 2005 Excellence in Public Service Awards for outstanding performances by an individual and a team.

Gaye Jensen received the chapter's 2005 award for outstanding public service by an individual. Jensen is a special assistant in the Office of the Assistant Secretary for the Washington State Department of Social and Health Services where she spearheaded a statewide partnership between her agency and the Washington State Association of County Human Services to create an integrated cross-system crisis response capability serving substance abusers and the mentally ill.

Jensen worked with technical experts to draft revisions to current state law incorporating improvements in the state's crisis response system. These proposed revisions were integrated into a major piece of legislation titled "Treatment of Mental and Substance Abuse Disorders Act of 2005." This legislative bill was passed on April 22, 2005, and will become part of Washington State Law. Congratulations to Gaye Jensen!

The 2005 team award for outstanding public service went to the Initial Contact Team at the Washington State Department of Revenue (DOR). The team created a call center utilizing predictive dialer technology to make and screen phone calls at an extremely fast and inexpensive pace allowing the department to contact more taxpayers, more often, without hiring more employees. As a result of the team's work, taxpayers are now contacted 30 days earlier, saving many from paying higher penalties. This earlier contact also increases DOR's overall collection effectiveness, because collection rates tend to drop as an account ages.

In the first 18 months of deployment, the Initial Contact Team collected more than \$20 million against a goal of \$3 million for the fiscal year. Also, the improved work flow process has reduced the overwhelming load on local field offices, giving the local agents more time to focus on the more complex collection accounts, which in turn helps the agency reach performance measure goals for collecting tax revenue. Another result was more money going back into the state general fund and ultimately to public services such as education, health care and transportation. Congratulations to the Initial Contact Team!

ASPA member David Broom is an Evergreen Chapter Board Member. E-mail: [dcbroom@comcast.net](mailto:dcbroom@comcast.net).

## NJ Chapter Hosts Symposium as Part of PSRW Activities



As part of the celebration of Public Employee Recognition Week, over 200 people attended the annual symposium of the New Jersey Chapter of ASPA which was held on April 29, 2005, at the Trenton Marriott Hotel. As always it was a joint venture with the Trenton, NJ, chapter of the Association of Governmental Accountants (AGA). The topic was "Improving Government: The Challenges of 2005." There were three tracks—Finance, Technology and Management—with nine panels and two plenary sessions. Numerous high level speakers participated including former New Jersey Governors James Florio and Donald DiFrancesco, the Attorney General, the Personnel Commissioner, the Chairman of the State Commission of Investigation and the newly appointed Inspector General.

## South Florida Chapter Celebrates Public Service Recognition Week



ASPA members Ines Beecher, Claire Mostel, and Robert Santos-Alborna, along with magnet program lead teacher Ed Asper, speak to Miami High School students about careers in public service.

The South Florida Chapter held its annual Local Government Close-Up event on May 6, 2005. This year's event was a three month project with the Miami Senior High School Legal and Public Affairs Magnet Program. The ninth and eleventh grade students went through the incorporation process to create a new city; this involved creating a Municipal Area Committee (MAC) and a Budget Committee, and going through the steps communities must follow to become a new municipality. The project culminated

on May 6, when the students went to the Board of County Commissioners Chambers to present their case for incorporation to the "Commissioners" (South Florida Chapter members Ines Beecher and Claire Mostel, and Robert Santos-Alborna, regional coordinator, Team Metro; and Diane O'Quinn Williams, director of Miami-Dade County Planning & Zoning).

Several Miami-Dade County departments participated in the project, making the same service/budget presentations they make to communities that attempt to incorporate. The students collected data and information, prepared a budget and conducted their presentations at a mock commission hearing. The students that were not part of the MAC or Budget Committee acted as residents that were either for or against incorporating their community. The 22 students who attended the event were very well prepared and made excellent presentations. However, the "County Commissioners" felt that the MAC and Budget Committee needed to revisit their budget and service demands, therefore the "Commissioners" voted to defer a ruling for 120 days.

## New ASPA Members

**ASPA welcomes the following new members in the month of April 2005.**

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

Cheryl C. Guzman	Arizona	Christopher Cross	Kentucky	Antwan T. Williams	New York Metropolitan
Boylee Hamilton, Jr.	Arkansas	Cheryl Fung	Los Angeles Metro Area	Michelle Glenn	North Florida
Mildred A. Hamilton	Arkansas	Yasmin Parra	Los Angeles Metro Area	Emily Kimmett	North Texas
Hedy L. Issacs	At Large Member	Mark Brown	Louisiana	Hani A. Alsarraf	Northeast Ohio Regional
Jeffrey McCoog	At Large Member	Edward Hunter	Louisiana	Kenneth Mariano	Northern New Jersey
Shannon L. Sauer	At Large Member	Fred H. Carter	Maine	Kevin Farrell	Northern Virginia
Jeffrey Taylor	At Large Member	Katherine A. Foy-Bartley	Maine	Pearl Wray	Northern Virginia
Felita Boldin	Auburn Alabama	Kimberly Smith	Maine	Nicole Renshaw	Philadelphia Area
Francis Bartley	Centex	Dorrie Bryson	Maryland	Leonard Huggins	Pittsburgh Area
Laura Cabanilla-Cruz	Centex	Eric Hensal	Maryland	Marian Marshall	Research Triangle
Diana Peck	Centex	Ronald E Johnson, Jr.	Maryland	Anthony R. Alonzo	Sacramento California
Katherine Petersen	Centex	Walter Sallee	Maryland	Kim C. Bowie	Sacramento California
Josh Shepherd	Centex	Gloria Smith	Maryland	Maria Gonzalez	San Diego
Margaret E. Valenti	Centex	Tiffany M. Thompson	Maryland	David Andersen	San Francisco Bay Area
Ryan Silva	Central California	William Wells	Maryland	Craig Hartley	Santa Clara Valley
Louis Martino, Jr.	Central Florida	Kristine M. Cavicchi	Massachusetts	John Stearns	South Carolina
Rosemary Bermingham	Central Illinois	Peter Kiedrowski	Minnesota	Ivette M. Barbeite-Locay	South Florida
Alan E. Bailey	Central Missouri	Edward LeClair	Minnesota	Thomas Blaine, Jr.	South Florida
John Alley	Central Ohio	Mark Hambrick	Mississippi	Michelle Glenn	South Florida
Denise Thompson	Central Pennsylvania	Dewayne Ray Woods	Monterey Bay California	Omar D. Grant	South Florida
Christa Csoka	Central Piedmont	David Bachrach	National Capital Area	Cesar Lozada	South Florida
Fletcher Bishop	Chicago Illinois	Derek Fernon	National Capital Area	Amy Spotanski-Tipton	South Florida
Katherine M. LaMantia	Chicago Illinois	Kathleen Hale	National Capital Area	Laura Cabanilla-Cruz	South Texas
Lisa J. Lorick	Chicago Illinois	Richard Keevey	National Capital Area	Helen Clougherty	Southern Nevada
Kelly B. Marlin	Chicago Illinois	Cheryl Nathaniel	National Capital Area	Akil H. Manley	Southern Nevada
Stephanie Perry	Chicago Illinois	Kelly Shall	National Capital Area	Samantha Davis	Southwest Georgia
Trevor McAleer	Cleveland State University Affiliate	Gloria Smith	National Capital Area	Ronald Douglas, II	Suncoast
Anthony Zampedro	Cleveland State University Affiliate	Raphael St. Johns	National Capital Area	Joseph P Murphy	Suncoast
James Lide	East Georgia	Karen Weber	National Capital Area	Stephanie Perry	Treasure Coast
Mark Cranford	East Tennessee	Debra Young	National Capital Area	James Pinkney, Jr.	Troy State University Montgomery
Deborah Stevens	Empire State Capital Area	Ralph Young	National Capital Area	Martha Napoles-Baca	Utah
Cherie L. Berthon	Evergreen	Lee Ann Heflebower	Nebraska	Garrett A. Baxter	Vermont
Jessica S. Brand	Evergreen	Andrew S. Lenz	Nebraska	Richard S. Donahey	Vermont
Damaris Eustice	Evergreen	Cynthia Evans	New Jersey	Margaret Gendron	Vermont
Erwin Vidallon	Evergreen	Betsy Feliciano-Berrios	New Jersey	Renea La Hart	Vermont
Erika M. Ellis	Georgia	Ruth Saffold	New Jersey	Kimberly A. Pearsons	Vermont
Pearline Jackson	Georgia	Michaline Yurcik	New Jersey	Gina Ginn	Virginia
Aurora W. Page	Georgia	Martha Napoles-Baca	New Mexico		
Stacey Roy	Georgia	Veronica Bond	New York Metropolitan		
Alfred Quick	Gold Coast	Jaelyn Cherubini	New York Metropolitan		
Karen McCoy	Greater Birmingham	Gloria Christie-Reid	New York Metropolitan		
Jeffrey Taylor	Greater Birmingham	Suzette Edmonds-Irish	New York Metropolitan		
Lisa M. Anderson	Greater Cincinnati	Aquilino Gabor, III	New York Metropolitan		
Umut Cemal Gungor	Greater Kansas City	Osayaba J. Igbinauwa	New York Metropolitan		
Jill Jolicoeur	Greater Kansas City	Elizabeth J. Jean-Jacques	New York Metropolitan		
Kirsten Myers	Greater Kansas City	Laurell A. Lasenburg	New York Metropolitan		
Maria Moultrie	Gulf Coast	Cheryl L. Limbert	New York Metropolitan		
Julia Hillegass	Hampton Roads	Maureen E. Nembhard	New York Metropolitan		
Leah Davis	Indiana	Delores A. Owens	New York Metropolitan		
Carletta Taylor	Indiana	Rose M. Pacheco	New York Metropolitan		
Bob Hall	Inland Empire	Magella Payne	New York Metropolitan		
Timothy Miller	Inland Empire	Joelene Rene-Janvier	New York Metropolitan		
Masayoshi Eguchi	Intl. Electronic Membership	Harvey L. Simon	New York Metropolitan		
Bayaz Zeynalova	Intl. Electronic Membership	Michele J. Sylvain	New York Metropolitan		
Robert Omwenga	Kansas	Ruby Y. Whitfield	New York Metropolitan		



## Members on the Move

**Mel Dubnick**—has accepted a position at the University of New Hampshire where he will head up the MPA program. He will be starting there on July 1.

**Stuart Gilman**—has been appointed director of the United Nations Global Programme Against Corruption (GPAC). His permanent posting will be in Vienna, Austria, beginning July 1.

**Roger L. Kemp**—was recently selected to be the Grand Marshal of the Daffodils on Parade, at the 27th annual Daffodil Festival, in the the City of Meriden, CT. Kemp previously served as city manager of Meriden from 1993 to 2005 and is currently city manager of Vallejo, CA.

**Pan Suk Kim**—Delivered a speech at the Fourth International Congress of Human Resources cosponsored by the Costa Rican Civil Service Directorate in the Office of the President and the University of Costa Rica; presented a Korean civil service case at the Mexican National Institute of Public Administration in Mexico City and delivered a lecture in the Okuma Graduate School of Public Management at Waseda University in

Tokyo. He has also been appointed as the General Rapporteur of the 6th Global Forum on Reinventing Government [www.6thglobalforum.org](http://www.6thglobalforum.org) in Seoul on May 24-27, 2005.

**John M. Palguta**—vice president for policy and research at the nonprofit Partnership for Public Service, has been honored with the 2005 Outstanding Service to the Public Sector Human Resource Profession Award, presented at the 66th national conference of the American Society for Public Administration.

**Paul Posner**—managing director of the federal budget and intergovernmental relations group at the Government Accountability Office, was presented with the James Blum Award at the American Association for Budget and Program Analysis.

**Yonghong Wu**—recently accepted an appointment as assistant professor in the Graduate Program in Public Administration at the University of Illinois at Chicago in the fall 2005.

*If you have a information appropriate for "Members on the Move," contact [cjewett@aspanet.org](mailto:cjewett@aspanet.org).*

## Bergrud To Leave ASPA Staff

From INTERVIEW, pg. 17

some naysayers subscribe to the view that the Society's best days rest in the past rather than the future. I do not own a crystal ball, yet I remain optimistic that ASPA can make major accomplishments for the field in the years ahead. This viewpoint guided me during my time on the ASPA staff and will remain with me as I transition from employee to active member.

c. What are your hopes and desires for ASPA's future?

**Erik:** On the occasions that I have represented ASPA internationally, I have found that the ASPA name carries with it much respect throughout the world. I can only hope that the United States public administration community will one day respect ASPA to the same degree that its international colleagues do.

As noted above, ASPA does have a talented membership. I hope that the organization will dare to dream bigger and, in the process, call upon its members (practitioners and scholars alike) for their expertise. Assume for instance that the United Nations or the U.S. federal government was to identify malaria eradication in Africa as a major policy objective. I would venture to say that hundreds of ASPA members could offer concrete advice at the micro and macro

levels and everywhere in between.

**Toni:** I wholeheartedly support your vision for our future. Now, the significant question: How can I depend on you to help us realize this vision for ASPA?

**Erik:** I have contended for quite some time that ASPA's niche in the public administration community is one of a convening role. To the extent that Park University and I can assist ASPA in convening conferences and symposia and in commissioning white papers related to major issues, feel free to contact me for assistance.

I have learned so much working with you and your predecessor, Mary Hamilton. It should go without saying that you can always count on my support, no matter where I am physically located.

**Toni:** To say you will be missed, for me, is an understatement. After June 10, 2005 how may we reach you?

**Erik:** As many ASPA members can attest, I am only an e-mail away. You can write me at either [ebergrud@swbell.net](mailto:ebergrud@swbell.net) or [erik.bergrud@park.edu](mailto:erik.bergrud@park.edu). I don't yet know my new office phone number, so in the interim you can call me via the University switchboard at 816-741-2000.

Thank you Erik. You will truly be missed. To our colleague and friend...have a good and fruitful journey!



Have you visited ASPA's web site lately?

[www.aspanet.org](http://www.aspanet.org)

Read PA TIMES Online!

[www.aspanet.org](http://www.aspanet.org)

## NPSA Winners Offer Thoughts on Future Challenges of Public Service

From NPSA WINNERS, pg. 15

U.S. will get there in the next 20 years.

Additionally changes in family structure will decrease the number of caregivers who will be available to care for the increasing number of elderly people. Our reliance on formal systems of care will increase.

At the same time, those coming right behind my generation, the baby boomers, are not saving as much money as they need to adequately prepare for their old age. The savings rate in 2003 and 2004 in the United States was 1.4 percent, the lowest since the depression.

The implications of these changes for human services delivery, for funding our pensions including social security, for health care, for supportive housing, for transportation, for the economic vitality of our communities and for almost every aspect of our civic life are staggering.

How can we prepare? These are a few of the strategies we—in government, in business, in our communities, in our families—need to consider:

- We need to provide incentives to

encourage people to save and plan for their old age.

- We need to support health promotion in order to reduce disability rates as we age.
- We need to invest in "age sensitive" infrastructures in our communities. This includes investing in better transportation, supportive/ affordable housing, supports for caregivers, and in a range of mechanisms to integrate an older citizenry into the civic and economic life of our communities.
- We need to make creative use of an aging labor force both in paid and non unpaid roles.

We need to understand that the public sector alone cannot succeed. We need to build partnerships with businesses, nonprofit organizations and academia. We need a concerted effort to create a brighter future not just for our older citizens, but for our children now that we will have fewer of them. Let's hope that as we get older, we also get wiser.

**Elizabeth Hill, Executive Director, CA Legislative Analyst's Office (LAO):** The office of the California Legislative Analyst is to "speak truth to power" about

how state government can run more efficiently and economically. In looking ahead, I would say it we need to recognize the importance of ensuring the strength of public service. We have to get people the tools they need to do their jobs to serve the citizens. We are the bridge over the partisan divide. I urge all of you to mentor the next generation.

We also have to ensure that we don't lose focus on the "public" in public administration. We must ensure transparency and accountability, and continually work with integrity and excellence to reconnect the public with government.

**M. Peter McPherson, Director, Partnership to Cut Hunger and Poverty in Africa:** McPherson said that the biggest challenge facing public administration (at local, national and international levels) is attracting "our share" of the best people. This is particularly true in an era where the private sector is seen as a central participant in economic growth. It is critical function for the public sector to perform well so the private sector can do its work.

McPherson mentioned that he started his career with the Internal Revenue Service. He has been in the public and private

sector (the latter in banking for a time), and has seen the value of attracting the best people in both sectors. It is not just a question of recruiting, it's how we conduct our work. Thirty years ago, banking was seen as a staid industry. There was so much regulation, even for interest rates. Now, it's less regulated and an exciting industry in which to work. Same with utilities. Government needs to be sure it gives people the responsibility to work well and then push them to do so.

McPherson often thinks of George Schultz, for whom he worked. Schultz said government was not able to pay it employees more money, so it has to give its people satisfying work and sufficient responsibility to encourage them to stay in the public sector. Are we (as government) flexible enough, do we reward people enough? It's more than a public relations issue. People are what we are about.

*The Sky's the Limit*  
**IDEALISM AND INNOVATION  
 IN PUBLIC SERVICE**  
 DENVER, CO • APRIL 1-4, 2006

## 2006 ASPA CONFERENCE CALL FOR PROPOSALS

### *The Theme*

The annual ASPA National Conference is the single most important opportunity for public service professionals to come together and consider the issues facing public administration from a variety of viewpoints. The 2006 Conference, to be held in Denver, is titled, "The Sky's the Limit: Idealism and Innovation in Public Service."

"The Sky's the Limit" conveys optimism and empowerment, and embodies the conference site's unique geographic characteristics and frontier traditions. "Idealism and innovation in public service" are the three core themes this conference will emphasize.

• "Idealism" is the heart of ASPA's mission and vision. It includes values, aspirations,

goals, benchmarking, cooperation, diversity, empowerment and integrity. "Where are we going?"

• "Innovation" puts our core values into practice, through organizations, change, technology transfer, competitive, context, experiment and research. "How do we get there?"

• "Public service" is the arena in which we operate, comprising citizens, students, fellow scholars, customers, public agencies, non-governmental organizations and businesses. "What is our purpose?"

### PROPOSAL DEADLINE:

*June 20, 2005*

### *The Call*

This conference is designed to fulfill professional development goals for three groups:

- Practitioners relatively new to a career in public service (1-5 years), or thinking of switching to one: The conference has opportunities to learn about the profession, develop networks with peers and attend professional development sessions, such as workshops or training programs.
- Veteran practitioners (5+ years): The conference facilitates sharing experiences about best practices, new practices, innovative program development and attending continuing education sessions.
- Academics: The conference provides a forum to present research results and interact with practitioners and other academics about developments in research and theory.
- Students: The conference provides an opportunity to advance knowledge and exposure to a broad range of topics, a venue for networking with practitioners and academics in a relaxed setting, and offers a forum to add your voice and fresh perspective to issues both timely and substantive.

The approach this year revives and refines one employed many years ago in ASPA: a two-track system of mini- and full-session panels we are calling *FastTracks*. The mini sessions will include a larger number of presenters per panel with shorter individual presentation times and greater audience discussion. The full sessions will follow the more normative approach of 4 presenters with extended presentation times followed by some audience discussion. We are soliciting proposals for panels, papers that may be grouped with other proposals to form panels, workshops, training and development sessions, or other presentations related to the theme of the conference. We welcome proposals encouraged from all ASPA members, including practitioners, scholars, researchers and observers from all levels of government, private and nonprofit sectors, other nations throughout the world, and academic and research institutions.

If you have an idea for a workshop, paper or panel you can use ASPA's sections, the ASPA listserv and the ASPA web site as resources. You may wish to contact section chairs for assistance in forming panels on issues covered by those sections. We will create a special area on the ASPA web site where potential participants will list their areas of interest. We will also post submitted proposals and approved panels there.

Panel proposals must relate to one or more of the following *FastTracks*:

- Managing Environmental and Natural Resources
- Balancing Politics and Professionalism
- Implementing Knowledge Management
- Maximizing the Value of Human Resources
- Using Technology to Advance the Public Service
- Advocating Ethics, Integrity and the End of Corruption
- Making Finance and Budgeting Count
- Reinventing the PA Brand
- Transforming Health Care
- Forging Homeland Security and Disaster Management Strategy
- Mobilizing Transportation Initiatives
- Integrating Internationalism and Global Governance
- Examining the Law and Public Administration
- Inspiring Citizen Participation
- Chronicling Profiles in Courage
- Practicing Prevention
- Harnessing the Power of Research, Evaluation and Accountability

In keeping with the Conference theme, *The Sky's the Limit*, paper and panel proposals should address key emerging issues of relevance to both public administration theory and practice; the focus should be upon idealism and innovation in public service. The program committees will also be working with sections to proactively address certain topics that they believe should be covered in the ASPA National Conference, if not covered by proposed panels submitted through this call. Individual paper presentations will be accepted only for mini or roundtable sessions.

Proposals may be submitted online through the ASPA web site, or by mail or fax using the attached form. Please indicate if you are proposing an individual paper or presentation, the *FastTrack* in which you think it best fits, whether you would prefer a mini- or full-session format, and the names and topics of the participants. If it is a panel proposal, all individuals listed as participants must have approved inclusion of their name and presentation in the proposal. Also include a brief narrative description of your proposed topic and how you believe it supports the theme of the Conference: "The Sky's the Limit: Innovation and Idealism in Public Service."

### *The Details*

#### ○ General Information:

- Every effort should be made to have a diverse mix of presenters.
- All program panelists and presenters must register for the conference. However, if they are attending the conference only on the day of their panel, they may register for just that day.
- Only one author may present a paper. Co-authors listed on the final paper received by ASPA by the published deadline will be listed in the final conference program. Co-authors who attend must register.
- Full-session panels should include no more than four papers or presentations, and mini-sessions should include no more than six in order to allow time for audience involvement in the session.

- Participation in the conference program is limited to one concurrent session per person regardless of role (moderator, presenter or discussant).
- Concurrent sessions are 90 minutes long and will be scheduled on Sunday, April 2; Monday, April 3; and Tuesday, April 4, 2006.
- Pre-conference workshops will be scheduled on Saturday, April 1, 2006.

#### ○ Deadline:

**THE DEADLINE FOR SUBMISSION OF PROPOSED PRESENTATIONS IS JUNE 20, 2005.**

FOR MORE INFORMATION AND PROPOSAL FORM GO TO:

*www.aspanet.org*

*The Sky's the Limit*  
**IDEALISM AND INNOVATION  
 IN PUBLIC SERVICE**  
 DENVER, CO • APRIL 1-4, 2006

**PROPOSAL FORM**

First Name	MI	Last Name
Title		
Organization		
Address		
City, State, Postal Code, Country		
Daytime Phone	Fax	
E-mail (please print clearly)		

— SUBMIT THIS FORM ONLINE BY *June 20, 2005* OR FAX IT TO 202-638-4951 —

• *ASPA member?*  Yes  No

• *Student?*  Yes  No

• *This is for (check one):*

**Individual paper:** To be presented as an individual paper at a Roundtable Session.

**Roundtable session:** (A brief—about 10 minutes—informal presentation, such as of research results, program results, best practices, etc., followed by seminar-style discussion with attendees. Each session will last 30 minutes.)

**Panel session:** (These sessions will last 90 minutes)

**Pre-conference workshop or training session:** (Full or half day sessions.)

**Founders' Forums:** We will honor ASPA's founders with sessions dedicated to research results, theoretical papers and other contributions to scholarship. These papers should focus on the key themes of the conference: Idealism, Innovation and Public Service.

• *Primary focus of your proposal:*  International  National  
 Regional  Local  State

• *Who should attend this panel/workshop, or hear this paper?*

Academic  New Professionals  Veteran Professionals  Students

• *What sector is your primary audience?*

Public Agencies  Non-Governmental Organizations

Government Contractors  Other businesses

Other professionals (state field: \_\_\_\_\_)

• *Submission Guidelines*

Proposals for presentations at the 2006 ASPA conference in Denver may be submitted at any time until June 20, 2005. Proposals submitted after that date will be considered only on a space-available basis.

Please submit a description of your proposal (maximum 500 words, about one page) that addresses the following:

**1. Proposals:**

a. Paper proposal: Describe the proposed paper and primary subject area it addresses.

b. Panel proposal:

• Describe the proposed panel theme including the topics to be addressed and a brief description of the panel format.

• List all panel participants with a brief description of each topic and the presenters' qualifications or expertise.

• Include contact information for each panelist.

c. Workshop or training session:

• Describe the proposed theme

• Which types of people should attend?

• What will they get out of it?

**2. Explain how your proposal fits the theme of the conference.**

*Indicate the subject area of your proposal:*

**Managing Environmental and Natural Resources:** How do we achieve sustainable development and balancing multiple uses?

**Balancing Politics and Professionalism:** How do we walk the line between these two essential perspectives on decision-making?

**Implementing Knowledge Management:** How do we sort and mine information so that it becomes useful for complex policy decisions?

**Maximizing the Value of Human Resources:** How do we make the best use of employees and volunteers?

**Using Technology to Advance the Public Service:** How do we use ICT and other technologies to improve teaching, research and practice?

**Advocating Ethics, Integrity and the End of Corruption:**

**Making Finance and Budgeting Count:** How do we maximize our agency's financial resources, or use them to

leverage resources from other organizations through grants and contracts.

**Reinvigorating the PA Brand:** What do public administration and public service mean, and to whom?

**Transforming Health Care:** How do we ensure adequate health care in a demographically changing world, and how do we pay for it?

**Forging Homeland Security and Disaster Management Strategy:** How can nations and different levels of government work together with other organizations to confront terrorism and respond to disasters?

**Mobilizing Transportation Initiatives**

**Integrating Internationalism and Global Governance:** What does governance mean in a world dominated by markets? How can governments, multinational organizations and corporations work together to achieve the United Nations' Millennium Development Goals?

**Examining the Law and Public Administration:** What is the impact of legislation, court cases, executive orders or administrative law on organizations and individuals? How does it affect public policy implementation?

**Inspiring Citizen Participation:** How can we teach, encourage and recognize citizen participation in government and public service?

**Chronicle Profiles in Courage:** How do we remember, record and recognize people around the world who stood up or stood up for our core values?

**Practicing Privatization:** How do we use businesses and NGOs, including faith-based organizations, to deliver public services?

**Harnessing the Power of Research, Evaluation and Accountability:** How can we use these academic tools to promote more effective and transparent government?

*Download this form at [www.aspanet.org](http://www.aspanet.org)*

# 2006 Election Nomination Period Opens

- **Electoral District 1**—Connecticut; Delaware; Maine; Massachusetts; New Hampshire; New Jersey; New York; Pennsylvania; Rhode Island; and Vermont
- **Electoral District 2**—District of Columbia; Indiana; Maryland; Ohio; Virginia; Virgin Islands; Puerto Rico and West Virginia

- **Electoral District 3**—Alabama; Arkansas; Florida; Georgia; Kentucky; Louisiana; Mississippi; North Carolina; South Carolina; and Tennessee
- **Electoral District 4**—Colorado; Illinois; Iowa; Kansas; Michigan; Minnesota; Missouri; Nebraska; New Mexico; North Dakota; Oklahoma; South Dakota; Texas;

- and Wisconsin
- **Electoral District 5**—Alaska; Arizona; California; Hawaii; Idaho; Montana; Nevada; Oregon; Utah; Washington; and Wyoming

## ASPA's 2006 National Council Recommendation Form

Vice President \_\_\_\_\_

Electoral District (✓ one) 1 \_\_\_ 2 \_\_\_ 3 \_\_\_ 4 \_\_\_ 5 \_\_\_

### General Information

Name: \_\_\_\_\_

Gender: Male \_\_\_ Female \_\_\_ Date of Birth: \_\_\_\_\_ Ethnicity: \_\_\_\_\_

Title: \_\_\_\_\_

Place of Employment: \_\_\_\_\_

Address: \_\_\_\_\_

City, State, Zip: \_\_\_\_\_

telephone: \_\_\_\_\_ fax: \_\_\_\_\_ e-mail \_\_\_\_\_

### Educational/ASPA Information

Number of years as ASPA member: \_\_\_\_\_

Current chapter membership(s): \_\_\_\_\_

Current section membership(s) \_\_\_\_\_

Has the individual served on National Council \_\_\_

If yes, dates and position(s) served: \_\_\_\_\_

Highest educational level achieved: \_\_\_\_\_

If nominated, is individual willing to serve? \_\_\_\_\_

### Other Information

The following information should be submitted on a separate sheet of paper.

- Contributions to ASPA such as offices held in chapters and sections, service on national committees, regional and national conference participation and publications.
- Contributions to the field of public administration.

Recommended by: \_\_\_\_\_

Daytime Phone: \_\_\_\_\_ fax: \_\_\_\_\_

Representing: \_\_\_ Chapter \_\_\_ Section \_\_\_ Self

Indicate the name of the Chapter/Section if recommendation is by vote of a Chapter/Section:

\_\_\_\_\_

I hereby certify that the information is accurate:

Name \_\_\_\_\_ Signature: \_\_\_\_\_

Return Recommendation Form by July 15, 2005 to:

**ASPA Nominating Committee, 1120 G Street, NW, Suite 700, Washington, DC 20005-3885 or fax to (202) 638-4952**

## ASPA ELECTION CALENDAR

### 2005

May 1  
*Recommendation period opens*

July 15  
*Deadline for receipt of recommendations*

August 15  
*Nominating Committee selects slate*

September 1  
*Nominees announced in PA Times*

October 15  
*Petition period for nominees closes*

November 14  
*Ballots mailed*

### 2006

January 14  
*Deadline for receipt of ballots*

January 20  
*Ballots counted*

February 1  
*Results announced in PA TIMES*

February 10  
*Appeals period for elections ends*

April  
*Election results announced at ASPA National Conference*

# The Recruiter

WHERE EMPLOYERS AND JOB SEEKERS MEET.

## GOVERNMENT POSITIONS

### Policy Analyst Department of Legislative Services Maryland General Assembly

The Department of Legislative Services, the nonpartisan professional staff to the Maryland General Assembly, is accepting applications for policy analysts within the Office of Policy Analysis.

Principal Duties: Policy analysts work in one of four primary assignments:

- Budget – Analyzing operating and capital budgets and performance trend data of State agencies and programs;
- Fiscal and Policy Notes – Analyzing the fiscal, economic, legal, and practical effects of legislation and State regulations;
- Bill Drafting – Assisting legislators in preparing legislation and amendments, revising the statutory laws of the State; and
- Committee – Staffing legislative committees, preparing committee amendments to proposed legislation, supporting committee decision-making processes.

Duties will vary by assignment, but all assignments will involve researching policy issues, preparing correspondence and written reports in response to legislative requests, and presenting information to legislators, committees and others in formal and informal settings. Analysts also focus on specific policy areas (e.g., education, public safety) within multi-disciplinary policy workgroups. Opportunities for changes in primary assignments and policy areas are available and encouraged throughout an analyst's career.

Qualifications:

- A law degree or master's degree in public policy, public administration, accounting, business, economics, finance, government, science or a related field is required.
- Excellent writing and oral communication skills.
- Strong analytical abilities, including basic mathematical concepts.
- Familiarity with standard computer programs. Ability to use spreadsheet software desired.
- Ability to work independently, in teams, and under time pressures.
- Availability for extended work hours, including weekend work, during the 90-day legislative session in the winter months. More schedule flexibility is available during the legislative interim (May- December), particularly in the summer months.

Work environment: Employees of the Department of Legislative Services function on a non-partisan basis and by law may not engage in partisan political activity at any time at the federal, State, or local level.

Base salary is \$42,000, negotiable depending on experience and qualifications.

Send resume and letter stating relevant experience, reasons for interest in the position, and preference for assignment to:

Department of Legislative Services, Human Resources  
90 State Circle, Room 311  
Code 05/05 PA  
Annapolis, Maryland 21401-1991  
FAX: 410-946-5140 or 301-970-5140  
E-mail: [mga\\_hr@mlis.state.md.us](mailto:mga_hr@mlis.state.md.us)

NOTE: An exercise assessing writing and basic analytical skills is part of the interview process.

The Department of Legislative Services is an equal opportunity employer and will not discriminate against any employee or applicant for employment in a manner that violates law, regulation, or legislative policy.

## UNIVERSITY POSITIONS

### Associate Professor/Assistant Professors in the Department of Politics and Public Administration The University of Hong Kong

The University of Hong Kong is at the international forefront of higher learning and research, with more than 100 teaching departments and subdivisions of studies, and more than 60 research institutes and centres. It has over 20,000 undergraduate and postgraduate students from 48 countries. English is the medium of instruction. The University is committed to international standards for excellence in scholarship and research.

#### Associate Professor/Assistant Professors in the Department of Politics and Public Administration

Applications are invited for appointments as Associate Professor/Assistant Professors in (1) Comparative Politics (Ref.: RF-2004/2005-461) and (2) Public Administration (Ref.: RF-2004/2005-462) in the Department of Politics and Public Administration, tenable from August 1, 2005 or as soon as possible thereafter. The appointments will initially be made on a three-year fixed-term basis, with the possibility of renewal.

The Department of Politics and Public Administration was founded in 1970. Its undergraduate programme focuses on public policy and administration, comparative politics, international relations and political theory. The Department also offers 2 highly successful taught postgraduate programmes - Master of Public Administration and Master in International and Public Affairs. Information about the Department can be obtained at <http://www.hku.hk/ppaweb>.

Applicants should possess a Ph.D. degree and a strong record of research and teaching. For post (1): preference will be given to those with teaching and research competence in comparative politics, with a particular focus on Hong Kong government and politics. For post (2): preference will be given to those with teaching and research competence in governance, non-profit management, e-government, programme evaluation, and comparative public management.

Applicants who have responded to the last advertisement (Ref.: RF-2004/2005-237) need not re-apply.

Annual salaries (which are subject to review from time to time at the entire discretion of the University) will be in the range of:

Associate Professor: HK\$593,100 - 873,360

Assistant Professor: HK\$451,980 - 557,760

(approximately US\$1 = HK\$7.8)

The appointments will attract a contract-end gratuity and University contribution to a retirement benefits scheme, totalling up to 15% of basic salary. At current rates, salaries tax does not exceed 16% of gross income. The appointments carry leave and medical/dental benefits. Housing benefits will be provided.

Further particulars and application forms (272/302 amended) can be obtained at <https://extranet.hku.hk/apptunit/>; or from the Appointments Unit (Senior), Human Resource Section, Registry, The University of Hong Kong, Hong Kong (fax: (852) 2540 6735 or 2559 2058; e-mail: [apptunit@hkucc.hku.hk](mailto:apptunit@hkucc.hku.hk)). Review of applications will start from June 1, 2005 until the posts are filled.

The University is an equal opportunity employer and is committed to a No-Smoking Policy

### Public Service Faculty (China Specialist) International Center for Democratic Governance The Carl Vinson Institute of Government University of Georgia

The Carl Vinson Institute of Government invites applications for the position of Public Service Faculty in the International Center for Democratic Governance (ICDG). At present, ICDG works with partners in several provinces of China to provide joint training programs in public administration, economic development, and community development. This position will provide leadership to expand the number and types of training and education programs provided by ICDG in cooperation with partners in China. Also, the faculty member filling this position will assist in designing and carrying out training programs, both in China and in the United States. The faculty member will provide leadership for a new "Program for Governance and Development in China," that will develop opportunities for University of Georgia (UGA) faculty members to carry out research in China and students to study there. In the longer term, the faculty member will help create an interdisciplinary China Center that will assist UGA to expand its presence in China. Beyond the activities in China, the faculty member will assist ICDG with other international activities. This position requires a terminal degree, with a Ph.D. in public administration, public policy, community development, economic development, or related field preferred. Also, the position requires an ability to speak Mandarin. Based on the qualifications of the person hired, this position will be placed in the public service faculty career ladder at the University of Georgia. The salary will be based on the experience and qualifications of the successful candidate. The position is available on July 1, 2005. To apply for this position, send a cover letter, a resume, and a list of three references to Dr. James Ledbetter, Carl Vinson Institute of Government, University of Georgia, 201 North Milledge Avenue, Athens GA 30602-5482. Applications received by June 1, 2005, will receive full consideration. (Please note "China Specialist Position" on outside of envelope.)

The University of Georgia is an Affirmative Action/Equal Opportunity Employer.

## 1 Job Ad, 3 Options:

Print Only • Web Only • Print and Web

Contact: Christine McCrehin  
[cjewett@aspanet.org](mailto:cjewett@aspanet.org) • (202) 585-4313

# CONFERENCE CALENDAR

## June 2005

- 2-5 Ethics and Integrity of Governance: A Transatlantic Dialogue**  
[Co-sponsored by ASPA's Section on Ethics]  
City: Leuven, Belgium  
Contact: Jeroen Maesschalck at jeroen.maesschalck@soc.kuleuven.ac.be
- 9-11 18th Annual Meeting of the Public Administration Theory Network**  
Theme: "More Perfect Unions? Public Administration in an Era of Political and Economic Integration"  
Location: Krakow, Poland  
Contact: Frank Scott at fscott@csuhayward.edu
- 13-14 The Intelligent Community Forum Conference & Awards 2005**  
Theme: "Building the Broadband Economy"  
Location: New York, NY
- 14-16 Performance Measurement for State & Local Government**  
City: Atlanta, GA (6:00 p.m.)

- 18-22 Fifth International Conference on Public Management, Policy & Development**  
City: Dakar, Senegal

## July 2005

- 4-6 4th International Critical Management Studies Conference**  
Location: Cambridge University, UK  
Contact: Ann Cunliffe at: acunliff@csuhayward.edu
- 10-13 Association of Government Accountants (AGA) Annual Professional Development Conference and Exposition**  
City: Orlando, FL  
Contact Ada Phillips at: aphillips@agacgfm.org
- 11-15 2005 International Association of Schools and Institutes of Administration (IASIA) International Conference**  
Theme: Education and Training at Various Administration Levels: Assessing Needs, Ensuring Quality  
City: Como, Italy

## August 2005

- 1-5 Seventh Annual CAPAM Senior Public Executive Seminar**  
Location: University of Cape Town, Cape Town, South Africa  
Contact: CAPAM at capam@capam.ca
- 28-31 Institute of Public Administration of Canada (IPAC) 2005 Annual Conference**  
Theme: "Public Service in a Borderless World"  
Location: Regina Conference Centre, Regina, Saskatchewan
- 31-Sept. 3 European Group of Public Administration (EGPA) Annual Conference**  
Theme: "Reforming the Public Sector: What about the citizens?"  
City: Bern, Switzerland

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

[www.aspanet.org](http://www.aspanet.org)

AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION

VOL. 28 NO. 6

JUNE 2005

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# PA TIMES

28 Years • 1977-2005

A Powerful Voice for Public Service . . .

PA TIMES

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*The Sky's the Limit*  
**IDEALISM AND INNOVATION  
IN PUBLIC SERVICE**  
DENVER, CO • APRIL 1-4, 2006

PROPOSAL DEADLINE:

*June 20, 2005*

VISIT ASPA'S WEBSITE FOR PROPOSAL FORM

[www.aspanet.org](http://www.aspanet.org)