

PA TIMES

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PA TIMES

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Iowa Joins Ranks of States to Restore Voting Rights to Felons

Executive Order Ends State Policy of Permanent Felon Disenfranchisement

New York, NY—Iowa Governor Tom Vilsack, joined by a bipartisan group of legislators, recently issued an executive order that restores voter eligibility to thousands of disenfranchised Iowans. Previously, Iowa was among only a handful of states that permanently denies the right to vote to people with felony convictions. Felon disenfranchisement has been criticized across the country for unfairly excluding citizens from the electoral process and for

its discriminatory impact on minority communities, who are disproportionately represented in the U.S. prison population. More than 80,000 Iowa residents are estimated to have lost the vote as a result of the policy.

“The right to vote is the foundation of our government and serves as a symbol of opportunity for our citizens,” Governor Vilsack said. “Research shows that ex-offenders who vote are less-likely to re-

offend and the restoration of voting rights is an important aspect of reintegrating offenders in society so that they become law-abiding and productive citizens.”

“Governor Vilsack has broken new ground in recognizing that voting is a civil right for everyone,” said Monifa Bandele, national field director for Right to Vote, a campaign to end felon disenfranchisement. “This

See VOTING RIGHTS, pg. 2

NY Unveils Plans for Freedom Tower



Photo from Gamma Presse

The newest plan for the Freedom Tower at the former World Trade Center site features a more bomb-resistant design pushed well away from the street and incorporating heavily protected elevators and utilities. The details are part of a redesign detailed for the soaring skyscraper in lower Manhattan, a project that has been delayed by bureaucratic squabbling. The revised plan now calls for it to be ready for occupancy in 2010.

The Case of Taliaferro County

David vs. Goliath in Georgia Environmental Justice

Thomas Chumbley, Virginia Loveless, John Peery and April Zahner

In the spring of 2003, Complex Environmental, Inc., a large waste disposal corporation, began to acquire property in one of the smallest, poorest and most rural counties in Georgia—Taliaferro—to construct a 1,030 acre landfill. The citizens rallied, and in a series of administrative decisions and court battles, succeeded in defeating Goliath.

The proposed landfill site lay along Georgia Highway 22 near Crawfordville in Taliaferro County. According to the 2000 Census, there are approximately 2,077 people living in the county, 60.3 percent of them are African-American. Of the 1,434 people that are 25 years or older, only 32.6 percent graduated high school or obtained a GED. The per capita income per household is \$15,498, and 22.3 percent of

households are below poverty level. Poor, Black, and uneducated, Taliaferro County must have seemed the perfect target.

In Georgia, landfill developers must first secure a permit from the State of Georgia, through the Department of Natural Resources' (DNR) Environmental Protection Division (EPD) for the landfill. Permit requests are considered in accordance with requirements set out in the Georgia Comprehensive Solid Waste Management Act of 1990 (O.C.G.A. I2-8-20). The first step is to acquire a “letter of acceptance” which signifies the suitability of the site in question.

When the County Commissioners got wind of Complex Environmental's plans to use the property they were acquiring for a landfill, they quickly passed a new zoning ordinance to prohibit landfills. The

See JUSTICE, pg. 2

Hispanic Representation Lags in Federal Government

Washington, DC—While Hispanics remain the only underrepresented minority group in the federal government, progress is being made. In Fiscal Year 2004, Hispanics represented 7.3 percent of the federal workforce, an increase from 7.0 the previous year.

Federal agencies have available a variety of special hiring programs, authorities and flexibilities to meet their human capital needs. The Student Career Experience Program and the Federal Career Internship Program are two important hiring programs federal agencies are using to recruit candidates from diverse backgrounds.

OPM staff recently presented highlights from this year's “Statistical Information on Hispanic Employment in Federal Agencies,” a report prepared for the President, including:

- A 6.6 percent increase in the number of Hispanics in the permanent federal workforce from FY 2003.
- An increase in the number of Hispanic permanent new hires at high grade levels and senior level positions.
- An increase in the number of Hispanic new hires under the Student Career Experience Program.

Previous OPM Statistical Information on Hispanic Employment in Federal Agencies reports to the President can be viewed at <http://www.opm.gov/Diversity/Hispanic/index.asp>.

Four States Continue to Deny Felons the Right to Vote

From **VOTING RIGHTS**, pg. 1

move will be particularly meaningful for African Americans who make up only 2 percent of Iowa's population but are nearly 25 percent of the state's disenfranchised citizens. This was the highest rate of disparity in the nation."

The executive order uses his power of clemency, which allows him to restore voting rights to individuals who have committed crimes. Although clemency was formerly granted on a case by case basis, the executive order creates a blanket restoration of voting rights as of July 4, 2005, that will include everyone who has

completed incarceration and parole or probation. Nearly 50,000 people should have their eligibility restored under the order. The Department of Corrections will pass on information for the 29,000 individuals who are still under state supervision, once they have been discharged, in order to add them to the pool.

Under the new system, the number of formerly disenfranchised people who will regain the right to vote will jump from approximately 500 people per year to 500 per month.

"The Governor's decisive action recognizes the right to vote as a central component of civic life, and moves Iowa

out of the pantheon of states that cling to this antiquated law," said Ludovic Blain III, associate director of the Democracy Program at Demos, a pro-democracy organization and Right to Vote Campaign coalition member. "Now there are four—Alabama, Florida, Kentucky and Virginia. They should immediately follow Iowa's lead."

"I am very glad that Iowa is leading the way in protecting the voting rights of its citizens," said Spencer Overton, a law professor from George Washington University who specializes in voting rights. "I hope advocates, residents and other public officials make sure that everyone is educated about this policy

and people know how to register as soon as they become eligible."

Because Iowa's secretary of state does not have records for people who lost the vote as a result of felony convictions before 1992, and existing state records are often incomplete and inaccurate, the Right to Vote campaign emphasizes the need for widespread public education. Potential voters should know about eligibility and the fact that voter registration is not automatic. The Right to Vote Campaign will assist local advocates with this crucial next step.

Visit www.righttovote.org for more information.

Citizens Take on Goliath in Taliaferro County, GA

From **JUSTICE**, pg. 1

company sued the Commissioners based on a technicality—the advertisement of the zoning proposal was placed on the wrong page of the local newspaper. In October of 2003, Superior Court Judge Purnell Davis ruled in favor of Complex Environmental. This decision had the effect of forcing the Commissioners to provide the required letter of acceptance.

The Commissioners refused. In their view, the landfill violated the County's established solid waste management plan. Moreover, the proposed site was near wetlands and a floodplain, posing a potential environmental hazard to the nearby Ogeechee River, and possible danger to neighboring counties. Concerned about the safety and health of County citizens, and mindful of the strength of local opposition to the landfill, the Commissioners refused to sign the letter of acceptance. As a consequence, Judge Davis found them in contempt of court and ordered them jailed.

Late in the night, the Commissioners decided to sign the letter stating that

Complex Environmental's proposed landfill was in accordance with the County's established solid waste management plan; although, none of them actually believed that to be true. They signed because they understood that the Judge could hold them indefinitely on contempt charges and charge the County a fine for every day they were in jail. They decided it was in the best interest of the County to sign and trust they would be able to fight back in other ways.

They were not disappointed. The community formed a grassroots organization, Taliaferro Countians Against Landfills (TCAL) to fight for environmental justice. TCAL contacted politicians and other influential leaders to help. When the Commissioners were arrested, TCAL organized a large rally. John McCown, co-director of the Sierra Club's national environmental justice program told the crowd "Taliaferro County doesn't want to become America's pay toilet." He called the decision to locate the landfill in Taliaferro County "environmental racism," alleging that the company targeted the poor, predominantly African-American county because he thought the

citizens would not be able to fight back. Rev. Fred D. Taylor of the Southern Christian Leadership Conference (SCLC) and Joseph Lowry, former president of the SCLC were also present and stated that "Black and poor people are seen as expendable."

Once the letter of acceptance was signed, the battle moved to the offices of the Georgia Environmental Protection Division (EPD). On April 19th 2004, EPD Director Carol Couch rejected Complex Environmental's application for the landfill. Couch appropriately considered the facts included in the application, along with the County's long-established solid waste management plan. U.S. Representative Max Burns stated "This is a hard-fought victory not only for Crawfordville and Taliaferro, but for every small town and rural county in our Congressional district. We're not about to allow our communities to become a dumping ground for Atlanta, New York, or any other urban area."

Complex Environmental, however, did not give up. The company sued Couch,

See **JUSTICE**, pg. 12

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Contact:
Delores Toye
dtoye@aspanet.org

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1120 G Street NW #700
Washington DC 20005
(703) 209-0560 (phone)
(703) 991-4916 (fax)
patimes@aspanet.org (e-mail)

On the Internet:
<http://www.aspanet.org>

Editor-in-Chief: Antoinette Samuel

Editor: Christine Jewett McCrehin

Editorial Board: Russell Williams, chair; Michael Gershowitz, James Heichelbech, Jonathan Justice, Mary Kweit, Audrey Mathews, Sandra Reinke, Gloria Simo, Robert W. Smith, William E. Soloman, James Ward.

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Ethical Administration

SPECIAL COMMENTARY

Ethical Administration: The Necessary Ingredient for the Future of Public Administration

Stephen J. Smith

Few students or practitioners of public administration would argue that conducting the people's business has ever been simple. Still, most would agree that the field has become increasingly complex, and will continue to grow more so. Today's public managers face increased demands for effectiveness and efficiency from a citizenry more distrustful of government. Add the factors of dwindling resources, rising costs and high stakeholder expectations, and the demands can become overwhelming.

The current state of affairs may cause one to wistfully long for a simpler time "back in the day," when things were slower, decisions were easier and relationships were more predictable. In those times, a person's "word was his bond," and the trust generated by that ethic provided the foundation for relationships.

Clearly, times are not going to get any simpler. It is possible, however, that the ethics which framed relationships in earlier times are the key to making public administration more effective today. Said another way, a societal revival of traditional values alone will not likely be enough to make government more effective. Rather, an infusion of those values into contemporary governance structures is needed to usher the field of

public administration to the next level. Whether one approaches the issue from the deontological or utilitarian perspective, focusing on ethical administration makes sense today.

Key Trends

A few key trends help make the case for ethical administration. The first and most disturbing is the rise of citizen distrust of government. Studies have shown that the population in the United States trusts government and government officials less now than decades ago, and that trend may be accelerating. This is poisonous to democratic forms of government, in that distrust leads to apathy, apathy to cynicism and cynicism to citizen disengagement. At the extreme end of this deterioration, democracy no longer functions.

The obvious antidote to this slide is to build citizen trust in government. One tool that has arisen to accomplish this is performance management. Many organizations at all levels of government have begun to pursue results-based reforms, perhaps best embodied by the federal government's National Performance Review. The goal in sum of these initiatives is to deliver observable value for taxpayer dollars spent. They also tend to make for more transparent and accountable government.

It is reasonable to think that using performance data to make management decisions would result in better decisions. It is also reasonable to think that making performance data and the resulting decisions readily available to citizens would enhance their trust in government. Of course, the officials posting that information would have to be credible in the eyes of the citizens for this approach to enhance citizen trust. That is, they must seem trustworthy.

Another important trend is the reduction in resources available with which to

deliver costlier public goods and services. This has given rise to new governance structures, which are the cutting edge in government. These structures include public-private partnerships, non-profit contracting, interdisciplinary task forces, networks and a host of non-traditional forms that seem to be the future of delivering public goods and services.

These new forms promise what citizens increasingly demand, greater effectiveness and efficiency, but they do pose a danger. These more complex contemporary structures can blur organizational boundaries, weaken oversight responsibilities and reduce transparency. This can damage accountability and credibility, especially if real or perceived mismanagement takes place in them. Trust generated over years can be severely damaged in one instance of impropriety.

The necessary ingredient to enhance citizen trust in government and make tools like performance management and contemporary governance structures work optimally is ethical administration.

Ethical Administration

Terms like "ethics" and "ethical administration" can mean different things to different people. This article takes the term "ethics" broadly to mean standards of conduct, and "ethical administration" to mean the standards of conduct to which an administration adheres in the discharge of its duties. The goal is a high standard of administrative conduct, which both achieves the organization's mission and does so in a fashion that comports with accepted practices in the society served. In short, it is administration that gets the job done, and in a way the people want their government to act.

In its most elemental form, the root of ethical conduct is integrity, wherein one's words match one's stated beliefs. The public manager should believe in the

values of the public service and act accordingly. Herbert Kaufman described the values of classic public administration as representativeness, politically neutral competence and executive leadership. ASPA's own Code of Ethics offers a more comprehensive set of principles to guide the public service today.

An important manifestation of such principles in action is the way a public manager deals with stakeholders, both internal and external to the administration. An ethical administrator deals forthrightly with all stakeholders, sharing information honestly and appropriately. Such conduct inspires trust and offers added benefits that make the more complex contemporary tools and structures more likely to succeed.

Thomas Jones proposed a synthesis of ethics and economics in formulating Instrumental Stakeholder Theory. He considered the contract, defined broadly, as an appropriate metaphor for the relationship between the firm and its stakeholders. The public manager today finds herself more involved in both implicit and explicit contracts than ever before in the structures of the new governance. Jones posited that ethical solutions to commitment problems, like shirking and opportunism, are more efficient than formal mechanisms without an ethical component. Thus, managers who interact with their stakeholders in mutual trust and cooperation will have an advantage over those who do not.

This is not to say that ethical administration is a substitute for contracting. Public administrators are likely to be involved in more contracting relationships, not fewer, in the years to come. Rather, the relationships founded on ethics tend to have lower contracting and monitoring costs, since the relationship of mutual trust becomes a strong implicit mechanism encouraging good behavior from all involved.

Additionally, formal contracts cannot easily spell out all facets of expected behavior among multiple parties in today's complex arrangements. Ethical administration sets a baseline of conduct, fills in the gaps, and provides a failsafe for those facets of a relationship that are hard to capture and articulate in a contract.

Thus, applying traditional values to modern governance tools and structures appears to be the best way to revive waning citizen trust of government and deliver public goods and services more effectively and efficiently. Increasingly, ethical administration is not just the right thing to do, but it is the only way to do administration right.

ASPA member Stephen Smith is a special assistant to the Commissioner of the Alaska Department of Corrections, and an adjunct faculty member of the University of Alaska-Anchorage MPA program.

E-mail: stephen_smith@correct.state.ak.us

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Ethical Administration

SPECIAL COMMENTARY

Establishing a Beachhead for Ethical Reflection

Hank Abrams

At several college-sponsored conferences on socially responsible leadership, I have facilitated a 90-minute workshop session that aims to acquaint participants with ethical reflection in public management. Most of the participants have been college administrators or liberal arts faculty, or high school teachers. Some of the participants have been administrators in profit, nonprofit, or public organizations. Few, if any, have taken a public administration course. Given the background of the participants and the limited time allotted, I have used a simple flexible framework to provoke thought and hopefully some interest in pursuing more thorough exploration. The general goal is to establish a foothold or beachhead from which participants can advance. Perhaps, with modification, the framework may be useful to present in certain introductory public administration courses.

Getting Started

I ask participants to put themselves in the necessary frame of reference. For example, to imagine they are the commissioner or deputy commissioner of a major city police department, or the superintendent of a local public school district, or a generalist public manager such as a state budget director or a city manager. I note that they would make a multitude of decisions regarding funding priorities, personnel hiring/promotion, responding (or “dodging”) external inquiries about agency practices and performance, etc. Such decisions often have normative dimensions that the ethically responsible public administrator needs to consider. Such consideration or reflection often involves discerning and reconciling at least three sets or sources of obligation:

- self-interest
- organizational interest
- public interest

Now, the average *PA TIMES* reader may well shout out at this point that this is an oversimplification. I agree but the aim here is to establish a beachhead for exploration—a start. However, I do note to workshop participants that this initial framework can be modified if the group finds it useful to do so during the course of the session.

Fleshing Out the Three Obligation Sources

We briefly consider the nature of each of these three obligation sources. Participants are asked to consider what each source entails. Facets of self-interest frequently mentioned include: income sufficiency, job security & advancement, individual prestige and/or power, and self-actualization/fulfillment. Facets of organizational interest are harder to elicit from the participants (perhaps because they have generally not taken courses in organizational/managerial theory). Expanding upon group feedback, I suggest that this includes overlapping facets such as budget growth (e.g., to both expand service to clientele and provide expanded benefits to agency personnel), territorial

health (e.g., ability to keep other agencies from cutting into one’s core service areas or territory), autonomy (e.g., the right to do things the way the organization thinks it should be done), external legitimacy (e.g., acceptance by key stakeholders and funding sources that the agency operates competently and properly), survival, and mission achievement. To develop some idea of the nature of public interest, I ask participants for common synonyms for this concept. Generally, I have gotten items such as common good and general welfare. The idea is that public interest involves at a minimum serious consideration of consequences for parties external to the organization’s leadership and personnel.

To summarize the above discussion, I suggest the following regarding discerning and assessing alternative courses of action in terms of self-interest, organizational interest, and public interest:

- Self-interest involves asking what are the direct consequences for me individually (my job security, my personal prestige, etc.)
- Organizational interest involves asking what are the consequences for my agency (my agency’s budget growth, my agency’s external legitimacy, etc.)
- Public interest involves earnestly accounting for the well-being of affected parties both within and outside of the organization.

I also provide for the group’s consideration several additional propositions. First, to some degree these interests overlap and to some degree these interests may conflict (and need to be reconciled if at all possible). Second, reconciliation often involves being political since doing the right thing can be risky to one’s self-interest (e.g., job security). Overall, managing ethically may require one to be political (e.g., using certain strategies to “allow” one to do the right thing without losing one’s job, etc.).

Using Mini-Cases From “An Ethics Moment” In *PA TIMES*

To illustrate the above, I ask the group to review at least one mini-case from “An Ethics Moment” in *PA TIMES*. A very useful mini-case is “When the Chief Asks You to Lie” from the February 1999 issue:

“Chuck is the captain of one of the city’s fire stations. The fire station is in serious need of repairs as a critical portion of the station has settled, causing it to become unusable. A tropical storm has blown across the city causing heavy damage and flooding. The area in and around the city has been

declared a disaster area and both state and federal disaster officials are assessing the damage for emergency relief. The Fire Chief has advised federal/state officials that the damage to the station was caused by the storm. Prior to relief officials arriving at the station, the Fire Chief calls Chuck to advise him of their impending arrival and tells Chuck to inform the relief officials that the damage is a result of the storm.

While not stated, annual evaluations are due next month and the Chief is known to use the evaluations to reward loyalty and punish those who do not follow his wishes. Due to previous illness in the family, Chuck is very dependent upon his annual evaluation to keep up with inflation.”

So, I ask the workshop participants to take Chuck’s role and assess two general options (lie vs. tell the truth) in terms of self-interest, organizational interest, and public interest. Drawing on the group’s comments, I end up with something like Figure 1.

Workshop participants generally agree that the right thing for Chuck to do is to pursue the public interest and to tell the truth to the visiting officials. Basically, as a rule-of-thumb, public administrators should not undermine the democratic process by lying to elected officials (or their agency representatives). Moreover, lying may convey a message to others in the department that covering up mistakes is okay. This also may well compromise the public interest and certain organizational interests in future situations.

However, I remind workshop participants that Captain Chuck is faced with the very real problem of trying to do the right thing without adversely affecting his livelihood. It is one thing to abstractly say

what the right thing is to do; it is another to actually confront the situation and grapple with consequences such as losing one’s job or a raise needed to support one’s family if one does the right thing.

Political Strategies and Managing Ethically

Generally, workshop participants are not quite sure what to recommend to Captain Chuck. It is at this point when I suggest that Captain Chuck may want to consider using one of a number of political strategies to reconcile or balance competing self and public interests. One general strategy is that of “partisan analysis” as presented by Charles Lindblom in his classic book *The Policymaking Process* (1968). As Lindblom notes, partisan analysis involves showing other parties how one’s policy preference squares with their philosophy, values, principles, and/or material interests. It often involves showing other parties that what they initially prefer to be done to address a situation does not actually serve their interests as well as the alternative approach. Notice that the user of partisan analysis does not have to share in the values of the other parties (he/she may even be repulsed by some of those values). The user of partisan analysis needs to convince those other parties that an alternative approach better squares with their values however lofty or basic they might be.

In this case, Captain Chuck might indicate sympathy for the Chief’s desire for a renovated/new station. However, he might then indicate that “unfortunately” it is unlikely that the Federal/state officials will believe that the storm caused the damage.

See **BEACHHEAD**, pg. 5

FIGURE 1

Self-interest

Lie

If officials catch him in a lie (perhaps through inconsistency with what firefighters may say to visiting officials), Capt. Chuck would get into trouble. May be left hanging to take the blame.

Tell the Truth

Fire Chief likely to not give Capt. Chuck his raise that helps support him and his family; long-run relations with Fire Chief likely to be strained.

Organizational Interest(s)

Department may get a new or renovated station. If lies and gets caught, organization’s credibility (part of legitimacy) will suffer.

Apparently, no new or renovated station.

Even if get away with it, implicit message that is okay to lie and coverup conveyed to line personnel.

Avoid two potential pitfalls listed adjacently.

Public Interest

Community may save the expense of renovating or replacing the fire station (especially important if a low to moderate wealth community). “Savings” could be used for other pressing community needs.

Would be upholding (rather than undermining) democracy; i.e., the will of the popularly elected U.S. Congress and state legislature that have appropriated funds for disaster relief and not for ongoing maintenance/replacement of facilities such as fire stations.

Ethical Administration

SPECIAL COMMENTARY

Recovering the Ethic of Public Service in Africa

Peter Fuseini Haruna

Given the degree to which public integrity has sunk in African public administration, is there hope of recovering the ethic of public service in Africa? The answer is no if policy makers, scholars and practitioners continue with business as usual, emphasizing macro-structures and abstract rules and regulations at the expense of the human condition.

In the first half of the twentieth century, colonial governments in Africa erected rule-governed, compliance public administration structures that Africans tried to evade or even subvert. In the second half of that century, African governments pursued pseudo-nationalistic policies that reinforced the colonial structures, resulting in pathological and disconnected bureaucracies largely inimical to the public interest.

Recent administrative reforms have paid a mere lip service to the ethic of public service, focusing attention on the market, managerialism and money to little or no avail. If Africa continues along this path, there is little hope, either for recovering the ethic of public service or safeguarding the public interest and restoring public trust and confidence in public administration.

The chances of recovering the ethic of public service and building public integrity are brighter if a fresh start can be made, but how? A problem well defined, they say, is a problem half solved.

Unfortunately, the tragedy of African public administration is that the problem is neither well identified nor well defined. Rather, there is persistent misdiagnosis of what the problem is. African governments, along with donor partners, often mistake symptoms for root causes of the poor administrative condition. A few examples will suffice: Laziness,

absenteeism and corruption are perceived as inherent traits of African public administration and treated as root causes of administrative failures. Corruption is of particular interest because it is estimated to cost Africa nearly \$150 billion a year. Nigeria, Uganda, Cameroon, Tanzania and Kenya are among the most corrupt according to Transparency International's annual corruptions perception index.

The question is no longer the extent of corruption and its impact on the body-politic even if that is relevant. The more important question is why corruption has defied all administrative, legal and political measures taken to eradicate it from African society.

The answer to the above question is simple and direct: Africa continues to provide the right solutions to symptoms, not causes of problems. African public administration itself bears an important part of the responsibility for the misfiring of the approach to the ethic of public service.

In large part, this is understandable because as problems arise, public administrators turn to familiar but fruitless instrumental techniques: structures, rules and regulations. Since 2000, Africa has pursued this approach faithfully with little impact.

The Charter for the Public Service in Africa was adopted in 2001 at the Third Pan African Conference of Public Service Ministers as a framework of fundamental administrative principles to which civil service laws, regulations, institutions and practices should conform.

The African Union concluded its Convention on Preventing and Combating Corruption in 2003, requiring that all public officials should declare their assets when they take office, that governments should take powers to seize bank documents where necessary and that those convicted should

have their assets confiscated.

Integrity and accountability in public affairs and administration are among the key principles of the New Partnership for African Development, and the African Peer Review Mechanism was established to assess conformity to the convention. Despite these initiatives, ethics standards for African public servants are hardly uniform, often outdated and poorly institutionalized with very little chance of recovering and nurturing public integrity.

The case of Ghana is instructive because of rising public expectations for better services and the demand from both bilateral and multilateral donor partners for higher standards of accountability. In fact, Ghana implemented several reforms throughout the 20th century to build institutional legitimacy and improve government performance.

More recently, Ghana recognized the degree to which the image of the public service had sunk and implemented a "zero-tolerance" policy for corruption in 2001 as a way of restoring public confidence and trust in public affairs and administration. Ghana has shown itself to be genuinely determined to conduct the affairs of state in a constitutional, liberal and democratic fashion. There seems to be respect for constitutional, legal and moral limits to government power and authority and fundamental rights of the individual as enshrined in the 1992 Ghana Constitution and the rule of law. Ghana was one of the first to volunteer to be assessed under the African Peer Review Mechanism. Thus, Ghana has been willing to put its adherence to the norms of good governance to test under international scrutiny.

However, Ghana faces several problems. Despite the creation of independent oversight and regulatory institutions—Commission on Human Rights and

Administrative Justice, Serious Fraud Office, Office of the Auditor General, Inland Revenue Service, Customs, Excise and Preventive Service, Bank of Ghana and Securities Exchange Commission—charges of corruption and mismanagement are rife in Ghana.

Ghana Airways collapsed due to gross mismanagement within the period that Ghana declared the "zero tolerance" for corruption. The latest scandals relating to examination malpractices in the University of Ghana, as well as misuse of public resources in the Energy Commission are just the tip of the iceberg. It is therefore not surprising that the 2004 Report of the Center for Public Integrity provided Ghana with a low-to-moderate rating on the public integrity index. Sadly, Ghana has not even begun to ask itself what the real causes of corruption are.

This analysis shows that Africa has a lot of work to do to recover the ethic of public service. Public agencies must be made legitimately public by grounding them in the lived experiences of the people. For far too long public administration has remained isolated from the people that it is supposed to work for or at least work with.

Nonetheless, there seems to be light at the end of the tunnel. The vast majority of Africans (over 70 percent) living in rural areas are decent, humble and hard working individuals, who tend to find dignity even in poverty and hardship. If some of the values of these rural folks can be systematically clarified and infused in public administration, a fresh start can be made and there could still be hope for recovering the ethic of public service in Africa.

ASPA member Peter Fuseini Haruna is an associate professor of public administration at Texas A&M International University. E-mail: pharuna@tamiu.edu

Doing the Right Thing Often Requires One to be Political

From BEACHHEAD, pg. 4

This is because of the nature of the damage and the real possibility of inconsistency with accounts given to officials by line level firefighters. Given the impending site visit, it would be difficult to line up everyone and try to get everyone's story straight prior to arrival of the Federal/state officials. Captain Chuck might add that if the tale is not believed then future credibility and acceptance of funding requests by local, state, or federal authorities may well be jeopardized.

Notice that the argumentation here is not one of high moral suasion or appeal to public interest principles. Partisan analysis could involve appealing to higher facets of public interest but may also appeal to the listener's self and organizational interests. In this case, the Fire Chief may well value a new fire station,

resource expansion, and personal prestige more than the abstraction of not undermining the democratic process. Thus, in this case, Captain Chuck needs to convince the Chief that telling the truth better squares with his concerns than lying. As workshop participants have pointed out, the Chief might save face by telling the officials that because of the storm he misunderstood the communications from the field regarding the station's physical status.

There are other political strategies that Captain Chuck might consider (e.g., as one fire official suggested in a later edition of *PA TIMES*, tell the Chief that he will not lie and provide a written memo that reflects the conversation on the matter). The larger point here is that to do the right thing often requires one to be political.

To promote further exploration, a number of participants have asked about

additional reading and sources of mini-cases. I note that my discussion of obligation sources draws on Dwight Waldo's *The Enterprise of Public Administration*, Chpt. 7, 1981; and Montgomery Van Wart's article in *Public Administration Review*, "The Sources of Ethical Decision Making for Individuals in the Public Sector" (Nov/Dec. 1996). My discussion of political strategy is really a subset of considerations more comprehensively covered in J. Dobel's article in *Public Administration Review*, "Political Prudence and Leadership" (Jan/Feb. 1998). For mini-cases, I suggest looking at "An Ethics Moment" in back issues of *PA TIMES*.

ASPA member Hank Abrams is manager of data analysis and planning, Boston Emergency Medical Services and a visiting assistant professor at Framingham State College. E-mail: abrams@bostonems.org

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Ethical Administration

SPECIAL COMMENTARY

Ethics Section Mini-Symposium

The three articles that follow comprise a mini-symposium on the Administration of Ethics. The three articles take different pathways and reflect three points in the development of ourselves as ethical teachers and doers of public administration ethics; yet there is wonderful synergy among the three independently composed pieces.

This brief collection provides us with several examples of how we as professional public administrators and faculty can connect what can be rather esoteric discussions of ethics and behavior with traction points beyond and within our classroom walls. —Terrel L. Rhodes, chair, Ethics Section, ASPA

Ethics and Public Administration in a Democracy

David Bergman

People are essentially the same. Our sense of ethics is internal to ourselves, dictated by our consciences. Most people would agree that we are born with generally equal potential for moral and ethical behavior with some exceptions either way at the margins. This innate potential is forged by the values we absorb from our families and society at large, then tempered by our reactions to life's experiences. The social context within which this plays out has a significant impact on its outcome. We are constantly being challenged by our choices. As public administrators we make decisions regarding a community's resources in a manner that affects other individuals in that community. The implications of unethical behavior can be far reaching and affect the nature of the community itself. Public administrators have a unique responsibility in a democracy in service to the public, the sovereign people.

Being a public administrator in a democracy does not guarantee ethical behavior, however. The nature of the individual and of the society still affects the choices that are made on a day-to-day basis. Public administration is viewed differently in different societies and therefore attracts people with differing motivations for a career in public service. These motivations strongly reinforce ethical behavior when the individual identifies closely with the general public interest. This is true in degrees among the mature democracies of the developed world, but less so in younger democracies that are still striving.

In a mature democracy such as the United States, David Rosenbloom argues that ethics in public administration is influenced by two political cultures—a political-machine-based culture and a civic culture. The machine-based culture is based on political exchanges between a political 'boss' and citizens, and between the machine and businesses, where patronage is used to obtain votes and other forms of support. The patronage could be jobs, favors, contracts, etc...in exchange for work on campaigns, votes and money. The system is inherently corrupt as it leads to the transgression of administrative norms and fosters an environment where the occurrence of corruption becomes normal. A civic-culture is one in which the good of the community is the main value and is based on law and universally applicable rules. Its goal is fair and equal treatment of all citizens and professional stewardship of the government's resources. It is "community regarding" and views the state as the protector of citizen interests. It is the ideal of modern public administration.

Most democracies begin with a machine-based culture and evolve toward a civic-culture. The two cultures can co-exist in most cases to varying degrees. Public administration in the United States is primarily influenced by a civic-culture, however vestiges of a machine-based culture remain throughout the levels of government from the municipal level to the office of the president. Compared to a younger democracy corrupt behavior by individual bureaucrats is relatively rare but unethical and self-serving choices continue to be made.

In India, a younger democracy, people who go into public service have a variety of motivations but often stem from the value that government work is a means to wealth and status. An acquaintance of mine, Anshuman S. from a major Indian city, told me of his cousin. This man was basically a middle manager somewhere in the Indian civil service and owns eleven houses, ten undoubtedly obtained through graft. Upon a return visit to his home city the customs agent tried to shake Anshuman down for a couple hundred dollars, but settled for \$20.00 cash and let him pass through customs unsearched. The civic-culture is weak in India from the top to the street-level and the machine-based culture fosters a spoils system where most are out to accumulate as many resources as possible regardless of the public interest. Unethical behavior related to the distribution of resources is widespread and prevalent in all areas and sectors. At the same time, India has also evolved a bureaucracy that can launch satellites from Bangalore and potentially lob nuclear missiles at Islamabad. This has been achieved with the widespread understanding that most players involved in these undertakings are corrupt.

It is a sign of the maturing of the United States as a political entity that we are so concerned with ethics in public administration. The political system encourages ethical behavior through its constitutional checks and balances, yet there is always room for independent action and therefore choice on the part of individual bureaucrats. The overall culture for the federal and most state and local governments is strongly "community regarding" and as mentioned, bureaucrats are generally personally motivated to do a good job. Examples of blatant corruption such as accepting bribes for favors are rare. However, ethical dilemmas are pervasive and real for functionaries in the modern American administrative state and often involve the issue of who one serves.

In a machine-based culture bureaucrats need to please their patrons above all as their livelihood depends on it. In modern America the ideal is that the public is served above all else as manifest in the civic-culture. However, many people

experience a tension in their professional lives when the demands of their political masters conflict with the public interest. Often what is at stake is no less than what a bureaucrat in India may face, the loss of livelihood and friends. In India the choice is clear, one generally protects one's livelihood because of lack of alternatives. In the United States there are alternatives, a variety of other jobs are available in private and non-profit sectors. Also, American law has developed some protections for whistleblowers in the public service. An environment that offers alternatives when an individual is faced with a compromising demand better supports ethical choices. However, the higher up the chain of responsibility in government one goes, the fewer alternatives exist due to one's level of authority and reputation in a narrow circle of government, corporation and foundation positions. Ethical dilemmas get oddly closer to the ones faced by the common Indian bureaucrat.

According to Daniel Ellsberg there are 12 levels of security clearance in the federal government and each reflects one's ability to tell lies and perjure oneself. Among his cynical list of priorities is, one's highest loyalty is to the president and if he wants you to lie, your job is to support him. This ethic filters through the administration and emerges as part of the civic-culture. The cost may be a limited chink in your reputation as in the case of Clinton's cabinet during the Monica Lewinski affair, or it may be a more serious cost to society such as the Vietnam War or the current action in Iraq. Richard Clarke upheld his oath to the

constitution by telling the truth to the American people about the non-existent Iraqi weapons of mass destruction and the Iraqi threat to the United States in general. Many people in government had similar knowledge but kept silent.

Ellsberg felt he served his country best by exposing the misrepresentation of the truth at the highest level during the time of Watergate. He feels that it is worth the risk to one's professional life to reveal the truth. He fears that under the current president the fetish with secrecy hides a lot of untruth and damages American democracy, which needs transparency to flourish. His logic is sound.

Democracy is best served by a thorough commitment to the public interest above all else at all levels of government by public employees. This is an ideal that the United States typically achieves; its public servants are committed and honest. However, a culture of loyalty to the constitution needs to infuse the upper reaches of government and other areas where partisanship is rife. The result would be to change the system itself, causing it to be more democratic, transparent and meritocratic; a condition that also supports our economic well being in the long run. We may not be able to change systems on our own, but through infusing a public administration career with the values of civic culture we will strengthen our democracy and we will each have much to offer our counterparts in other parts of the world.

David Bergman is an MPA student at San Francisco State University.

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Ethical Administration

SPECIAL COMMENTARY

Prisoner Abuse: The Stain That Won't Fade with Time

Jeremy F. Plant

Like most Americans, I was shocked and angered by the pictures of prisoner abuse at Abu Ghraib and Guantanamo Bay. But unlike other observers, I had a personal point of reference that turned my anger into something much deeper. For a good portion of my military service, in the middle years of the Vietnam War, I served as a prison guard at the First Army Prison in Fort Monmouth, NJ. After I had wiped away the disbelief that Military Police guards could engage in the sort of behavior I saw in front of my eyes, I thought back to the ethical issues faced by military prison guards and how much things had changed since 1970, the year I first heard the cell block doors slam shut at the long-defunct New Jersey prison.

My route to guarding military prisoners made sense in the troubled years of the Vietnam conflict. Drafted in the first wave of graduate students who had lost their deferment, and before the lottery (I was in basic training then; my birthday came up 365 in the first lottery.), my plan was to let the current take me downstream until I

reached a point that required me to exercise a moral judgment; being sent to Vietnam, perhaps, or being put into combat. Until that point was reached, I treated the Army like a job, where it is easier and more bearable to work hard and do as well as you can at any reasonable task. By luck, I was one of two out of over 200 in my basic training company who were sent to Military Police training instead of the Infantry; many of the others have their names now on The Wall in Washington.

In the draftee Army, the Military Police was an integral part of the Regular Army. In MP School at Fort Gordon, GA, we shared training with National Guard and Reserve units. Due to an incident at The Presidio in San Francisco in which untrained soldiers assigned to prison guard duty had killed a prisoner, the Army had started a new program to train MPs as prison guards with a new military specialty assigned, 95C (regular MPs were assigned 95B). The Charlies (Army code for 95Cs) would be volunteers who agreed to additional training after finishing MP school. For many of us, that was an easy decision to make. Most military prisons and stockades were stateside, and

the 95Bs in Vietnam pulled many of the most dangerous jobs, especially leading convoys and being exposed to enemy snipers. Plus, we thought the war might wind down at some point soon; things were looking up in the early months of 1970 and staying in training another month was that much better odds of staying on this side of the war.

So there was no lack of volunteers for the new program. Many of us had some college education and a few were college grads. The training program was surprisingly good, although it was hampered by the lack of a military prison at the base where we could get actual experience. But all of our instructors had extensive guard experience and they hammered home a number of points that I still recall as insightful. One, avoid a moralistic approach in dealing with prisoners; no matter what crime put them in prison, treat them according to their conduct as prisoners. Two, recognize the limits of your powers; there is always an informal power arrangement in a prison that you can't change, but can use to your advantage; and three, maintain your own personal integrity, recognizing that you could easily find yourself behind bars for misusing your authority. (Throughout MP training we were told to expect hostility from other units and other soldiers, and this was good advice; everywhere I was stationed the MPs were treated as pariahs.)

After graduating, a number of us were sent to Fort Monmouth to replace MPs without the 95C training. The prison usually housed around 50 inmates, either in detainee status (charged with a serious crime but not yet court-martialed; the Army had no bail equivalent) or court-martialed for a serious crime. Many of the prisoners were from the Greater New York City area, and most were minority-group members, unlike the mostly white guard force.

In the 9 months I worked at the facility, I can't recall a single example of serious prisoner abuse. Our relationship with the prisoners was often tense but rarely confrontational. They were worked hard outside the prison during the day and put to bed early. The culture of the organization discouraged all but superficial fraternization and the only parallel with today's problems was an occasional need to strip-search a prisoner for drugs or home-made weapons. Of course, at that time, there were no female guards and no effort was made to humiliate beyond the inherently degrading act of stripping naked.

My point in all this is simple: Abu Ghraib could, and probably would, have been avoided if we had today the sort of individual the Army trained and assigned in the 1970s as a prison guard. The ethical distance between the Army prison of 1970 and Abu Ghraib and Guantanamo is so vast that it can't be explained away by any of the simple explanations given for the abuses. Yes, incarcerating hostile non-U.S. citizens is different from imprisoning court-martialed soldiers, but wouldn't the same rules we followed work better than the non-functional approach still defended by the Administration?

What are the lessons? Let me suggest the most obvious:

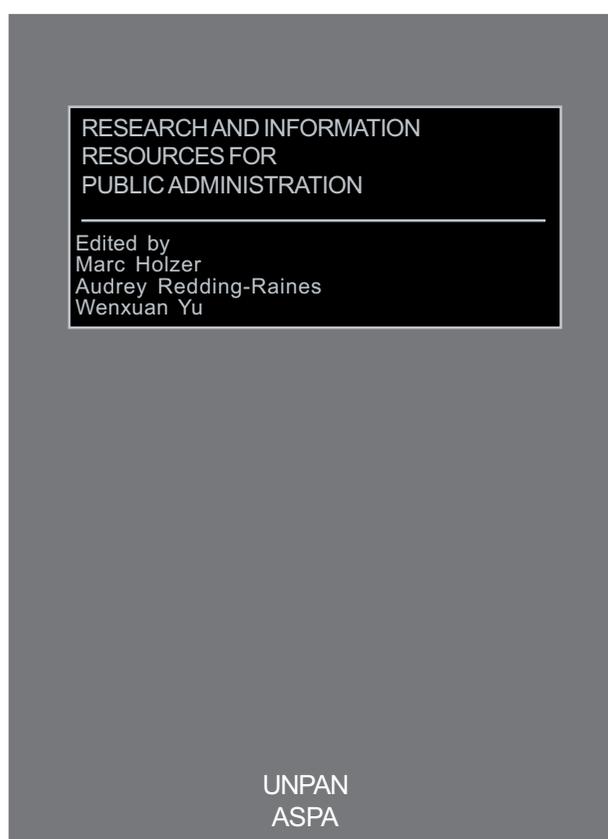
- *Professionalize the units.* From top to bottom, the Army must go back to the Vietnam era model of trained, regular Army officers and enlisted personnel to assign to prisoner supervision. This is a part of the war on terrorism that isn't going away. The Army Lite approach of assigning such work to Reserve and Guard units is a mistake. Bring back the Military Police to what it once was, one of the elite branches of the Army.
- *Make it clear that the unit assigned to run the prison, and not intelligence operatives, is in charge of everything but the interrogation of prisoners,* and will monitor such activities to ensure they are in conformance with strict procedural standards.
- *Create an understanding among the prisoners that only their behaviors within the prison, not their beliefs and prior actions, are the basis of punishment;* once established, enforce the rules strictly and fairly.
- *Utilize facilities that are well-designed, functional, sanitary, and secure.* Both Abu Ghraib and Guantanamo fail in almost every aspect of design as modern prisons.

Will these changes make the problems go away? Unfortunately, it is not so simple. We have to face the greater issue of how we choose to conduct ourselves as a nation. As we face the prospect of a war with no end and little connection to earlier conflicts, there is no greater ethical problem than whether we will tolerate torture and abuse of prisoners. A country that officially sanctions inhuman treatment of others is not a country many of us want to call home. A country that tolerates abuses such as the ones we have witnessed in Iraq, on the pretense that it is the work of some particularly loathsome individual soldiers, is one that fails to face the need to find a new approach, regardless of how high the cost may be, to create firewalls against the recurrence of such events.

As a teacher and student of ethics today, I often look back to my experience as a prison guard as a valuable part of my ethical maturation. To wear a uniform is to carry the honor of the country on your shoulders, no matter what you might think about the policies of the day. To have power over others and to use it responsibly and with restraint is a test in ethical conduct individuals must either pass or fail on their own. But it would certainly help to have a clear ethical beacon from the nation's leaders and citizens that the United States is what it is because of the values it upholds. One of those values must be respect for every individual, regardless of what that individual has done or believes.

ASPA member Jeremy F. Plant is professor of public policy and administration in the School of Public Affairs at Penn State-Harrisburg. E-mail: jfp2@psu.edu

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Ethical Administration

SPECIAL COMMENTARY

Spiritual Values in the PA Curriculum: Why or Why Not?

Donald C. Menzel

Spirituality means different things to different people. And, not surprisingly, its meaning often overlaps with religion, morality and even ethics. Some view religion and spirituality as one and the same; a religious person is commonly regarded as a spiritual person. Others do not take this view. Rather, a line is drawn that, in effect, asserts a spiritual person is not necessarily a religious person, especially when religion is defined in a traditional denominational context, e.g., Christianity, Buddhism, Judaism, Islam. As Mitroff and Denton argue, a spiritual person then could be someone who subscribes to the belief that (a) there is transcendent power that is responsible for the creation and care of the universe... (b) there is an interconnectedness in all that we do... (c) there is an inclusiveness among human beings and with nature... (d) there is a commitment to do good.

A secular definition of spirituality is offered by Wade C. Roofs: "In its truest sense, spirituality gives expression to the being that is in us; it has to do with feelings, with power that comes from within, with knowing our deepest selves and what is sacred to us." Spirituality is one's conscience or inner voice along with a continuous striving to connect the inner voice with the outer self and others. These definitions suggest that one might think of spiritualism as a set of values that compose a belief system without walls, text, or hierarchy.

Values, of course, are at the core of morality, ethics and spirituality. Moral values are deep-seated, if not innate as James Q. Wilson claims in *The Moral Sense*, and form the inner essence of who we are and help us determine the fundamentals of "right and wrong." Willfully taking another's life is regarded as a fundamental wrong and some would argue that taking another's life under any circumstances is morally unacceptable. Cheating, lying and stealing are also regarded as immoral. When these behaviors become widespread, we often hear the utterance that a community or nation has lost its moral bearing or compass.

"Values," Montgomery Van Wart asserts, "are the foundations of ethical systems." Professional ethics typically constitute a mix of values, both deontological and teleological, and those specific to the core practice of the profession. Plainly put, values are the common cloth of which spirituality, morality and ethics are woven.

Are values taught in public administration programs? Certainly. Indeed, the National Association of Schools of Public Affairs and Administration (NASPAA) requires teaching values that will enable graduates "to act ethically." All kinds of values? No. Why not? There are many reasons. First, there is no consensus among educators or practitioners as to what constitutes a definitive set of core values beyond the usual admonition to be honest, fair, competent, obey the law and promote the public interest (the Code of Ethics of the American

Society for Public Administration emphasizes these values). Second, the historic and legal allegiance to the separation of church and state in America demands that educators in public institutions and public administration practitioners honor this separation in word and deed.

If teaching values, for example, is tantamount to teaching religious values, denominational or non-denominational, both educator and practitioner are likely to be branded unprofessional. And, such a "branding" in the age of professionalism would be most undesirable in the academy and beyond. Third, the professional embracement of rational thought and objective scientific inquiry, the logical positivist paradigm, has dominated the teaching of values that stray outside this paradigm, especially values associated with character building or moral uprightness.

This situation has begun to change, however, as more attention is focusing on post-modernism and the view that there are other equally valid ways of knowing. Moreover, the administrative state's transformation into what Richard J. Stillman calls the professional-state has come under withering attacks as the paternalistic state in which professionals know what's best for citizens. The "Reinvention Movement" unleashed by David Osborne and Ted Gaebler has clearly challenged sacrosanct values dear to the heart of professionalism in government.

Why Spiritual Values Should Not Be Incorporated into Public Administration Curricula

- Spirituality, no matter how it is defined, is still about religion. One colleague who responded to an e-mailmessage the author sent inquiring about the inclusion of the subject of spirituality in public administration courses said: "Is spirituality a code word or some such for religion?" A professional public administration educational program of study is certainly not about religion and therefore to include spirituality in the curriculum is out of order—so this line of reasoning contends.
- Professional education is about the development and application of theory to real world problems. What are the theoretical links to spirituality? There are none (read scientific). Therefore there can be no practical consequences, i.e., there is no "knowledge into action". There are no "nuts and bolts" skills like budget-making or program evaluation that can be learned by the professional to make a difference in the effectiveness of a public agency to foster the well-being of the community.

- There is very little literature on spirituality in the public affairs/administration field but this situation is changing. Several studies have been published in journals such as the *Public Administration Review* (Bruce and Novinson 1999), the *American Review of Public Administration* (Bruce 2000), the *International Journal of Organizational Theory and Behavior* and the *Global Ethics Virtue Review* (Lynch and Lynch 1999).

Why Spiritual Values Should Be

Included in Public Administration Curricula

- Public administration is not and should not be a "faceless" profession. The decisions made by administrators day-in-and-day-out have real consequences for real people. And, at the street level, there is little question that the discretion exercised by front-line bureaucrats has consequences as was so vividly seen in New York and Washington on September 11, 2001.

Nancy Murray's book, *An Inner Voice for Public Administration*, breaks new ground in challenging "the relationship between the technical or material aspect of public administration and its more personal side." She calls for a rethinking, if not renewal of public administration—a spiritual journey to connect the outer self with the inner voice.

- Perhaps an even stronger argument for introducing spiritual values into public administration curricula is increasing ethnic and cultural diversity. The 2000 U.S. census found that among the 281 million people living in the United States, 69.1 percent are white, 12.1 percent are black, 12.5 percent are Hispanic and 3.7 percent are Asian and Pacific Islander. The Hispanic population grew the fastest between 1990-2000, with more than 35 million Hispanic people living in the United States in 2000, compared with 22 million in 1990 (see www.ameristat.org/Content/NavigationMenu/Ameristat). When examined over 20 years, 1980-2000, the Latino growth rate in the Washington, DC, area; Atlanta; Raleigh, NC; and Portland, OR, was substantial. Raleigh led the list with an increase of 1,180 percent, Atlanta-995 percent, Portland-437 percent and Washington-346 percent.

Ethnic and racial diversity and the accompanying cultural and religious diversity are reflected in the public workforce and have brought forth the practical and perhaps legal question: "do public agencies have a responsibility, if not obligation, to accommodate employees' needs to express their spirituality?"

- Globalization is a third reason for incorporating spiritual values in public

administration curricula. Globalization is more than a technological and free market capitalism phenomenon. As Thomas L. Friedman points out in *The Lexus and the Olive Tree*, "there is something inherently unstable about a world that is being knitted together tighter and tighter by technology, markets and telecommunications, while splitting apart wider and wider socially and economically."

Globalization is both homogenizing and dividing cultures and peoples throughout the world. It is uprooting tradition and custom in many parts of the world while "loosening" the individual from his religious moorings. The search for a new meaning often takes the form of embracing new spiritual movements.

Conclusion of a Sort

Spiritual values have received scant attention in professional graduate degree granting programs in public affairs and administration. As a student completing his doctorate in public and urban administration put it to me via an e-mailmessage, "The closest I can recall from course work were an ethics seminar, discussions of leadership and implied values in a diversity seminar. But there were no courses or even explicit allusions to spirituality in any of my courses."

Is this changing? Should it change? These are challenging questions. There is some evidence, albeit rather limited, that the subject is being incorporated in a few courses in a few schools. Will we see a greater effort to incorporate the subject in public administration courses? I believe we will. The changes in the value structure of professional management, ethnic and cultural diversity, globalization pressures and influences and the likelihood of continuing calamities resulting from terrorism could motivate educators to give more attention to the meaning and reality of spirituality in the context of professional education and practice in the public service.

ASPA member Donald C. Menzel is ASPA's president and professor emeritus of Northern Illinois University. E-mail: dmenzel1@tampabay.rr.com

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Making Ethical Decision-making Count

It is one thing to talk about ethical behavior...quite another to make it happen organization wide. Regardless of the professional, statutory or organizational code of ethics that applies, the degree to which standards are operationalized depends upon the degree to which an individual employee and leader in the organization are free of a fear and a pre-occupation that they will be held responsible for harmful behaviors—often making failure the inevitable outcome.

More often than not, appointive or elected leaders take on more responsibility than they can handle due to a conviction that those below them cannot handle it. Passive followers sense that responsibility by them is taken away so they withdraw from being accountable for their actions.

It is only through the re-definition of this responsibility to one of collaborative accountability for agreed-upon behavior that true ethical decision-making in public service occurs. As an example, for elected officials, often the most effective short-term implementation of an ethical code depends on an understanding of their leadership role and also peer enforcement.

Fear of failure is personal and also universal. Individuals want to win and lose in interactions, maintain control, avoid embarrassment and to stay rational. Over time, we become skilled in designing our interactions to avoid violating these governing values, even if the cost may be outcomes we don't like. Those governing values are really fears—fears of losing, not being in control, being humiliated and of becoming irrational or overly emotional. These fears drive us toward primitive responses of “flight or flight.”

If we choose flight, we reject responsibility. If we choose fight, we seize total control for the situation and shut everyone else out. The costs of making individuals fear failure when contemplating ethical behavior, is a diminished capacity for genuine, productive collaboration; the development of mistrust

and misunderstanding; and the atrophy of choice-making.

In order to turn-around such organizational inclinations, it is important to first set out some values—like accountability, excellence, innovation, integrity, transparency and respect—that are important for all to follow. It is then important to generate robust and compelling choices and to do so without violating governing values and codes of ethics. There are several tools to do so.

One tool is to structure choices. First and foremost, elected and appointed leaders must fully declare their personal allegiances and potential conflicts-of-interest. They must be willing to convey the message that the decision will be the group's within the operational context of codes and applicable statutes. Often, many members will not believe that—yet.

From there, coming to decisions involves:

- *Framing the Choice* so as to see it in terms of not simply the problem at hand but also in terms of organizational and cultural values and codes.
- *Brainstorming Possible Options* which identify the subset of options within the framework of choices.
- *Specifying Conditions* to which the group agrees must be adhered to in order for the group to commit to supporting the option.
- *Identifying Barriers* to the choices which may get in the way of making the decision.
- *Designing Due-Diligence Tests* that, when passed, will enable every member to commit to making and supporting the choice and taking action if the test confirms that the condition is valid.
- *Conducting an Analysis* that tests the condition least likely to hold up and if it proves wrong, then moves to the next one.
- *Making the Choice* after all conditions, tests and analyses are in.

Sometimes, this choice process is not possible due to misunderstandings and mistrust undermining collaboration. Then it is necessary to ask key decision-makers to reframe. We all frame reality as a way to make sense of the world. As conditions grow worse, our frames grow more extreme. Reframing asks participants to understand what assumptions they are operating under and to adjust them from knowing the answer to having data and experience but not seeing and understanding everything so that the door is open for movement given others' input and intelligence so as to make a better choice.

Sometimes it is necessary to structure conversations that will yield a better distribution of responsibilities and a better decision. This option is usually pursued because it is recognized that there is a fundamental lack of communication and productive conversations about decision responsibility distribution.

The purpose of a responsibility conversation is to divide tasks so that responsibility assigned matches capabilities and maximizes individual choice-making, as well as building internal commitment and accountability. These conversations also create a sense of collaboration and feeling of mutual support. Typically these discussions move up a responsibility ladder—from having no responsibility, to being willing to watch and learn...to generating options and asking for decisions...to considering options, making the decision and informing stakeholders.

The goals of group members should be to move up the responsibility ladder over time while helping others to do the same and to create a common language for future conversations.

When entering into these conversations, I find it helpful to remember six Key-C's:

1. *Concise*: People appreciate it when they know that you respect their time and they pay more attention when the end is in sight.
2. *Conversational*: Practice first dropping your mention into a conversation easily and naturally, without overdoing it and then follow-up.
3. *Careful*: Good or bad, sound bites seem to live forever so sum up your point or view or proposal with a sound-bite that can be delivered in seven-second phrase.

4. *Candid*: Tactful candor and simple honesty are always refreshing and compelling.

5. *Cogent*: Begin by deciding what opinion you want changed or action taken and go for it without shutting others off.

6. *Convincing*: Show respect for whoever you are speaking with and remember that the most compelling conversation is one that makes sense.

Sometimes it is necessary to reframe structures of leadership and followership by restating or splitting responsibility through dialogue...apportioning responsibility in keeping with capabilities rather than allowing the leaders to be tempted to take on more than a proportionate share of responsibility or rejecting responsibility outright...making the apportionment discussable; and subjecting performance to public testing rather than a private assessment.

For every person in an organization who feels mired in under-responsibility and accountability, there is someone who also feels trapped and burdened by over-responsibility. Sometimes, this means taking on harder and trickier tasks than one feels capable of, but more often it means loading oneself up with everyone else's responsibilities until one collapses under the weight.

All of this can be resolved through choice-structuring, collaborative decision making, analysis and focus. As an example, too often chief appointive officials look to their elected boards as just another constituency to be satisfied and from whom, control is to be seized.

Today, given the concern of the public regarding transparency and accountability and their concern about ethical dilemmas, there is a greater need to develop relationships based on collaboration and partnerships as well as the organization-wide understanding that there is no single level of responsibility that is right for all choices. Everyone is accountable. Levels of responsibility and accountability can be set collaboratively based upon organizational principles and each individual's responsibilities and abilities and can be followed with less fear on everyone's part.

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

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



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Dealing With The Imminent Retirement Crisis, Part 4— Feeding The Leadership Pipeline

In my last column, I described some results from a just-completed research project sponsored by my organization, CPS Human Resource Services. This project is the second part of a long-term strategy to help public agencies address the imminent retirement crisis facing all levels of government. (CPS is an independent government agency that provides HR services to other public agencies.)

In 2003, CPS published “The Aging-and-Retiring Government Workforce: How Serious Is the Challenge? What Are Jurisdictions Doing About It?” We did this study in cooperation with the Council of State Governments, the International Public Management Association for Human Resources (IPMA-HR), the National Association of State Personnel Executives (NASPE) and others.

In this initial study, we highlighted government agencies—federal, state and local—that are already preparing for the upcoming worker shortage. Many of these organizations are using workforce planning as the fundamental tool to dig deep into their organizations, root out vulnerabilities and trouble spots and deal with them.

The current follow-up study, again conducted by independent researcher Mary B. Young, focuses on a key aspect of the dealing with the aging workforce—leadership development. Our research question was, “What are jurisdictions at the local, state and federal levels doing to build their leadership pipelines to ensure they have a supply of experienced talent for the future?” This time, we again collaborated with NASPE and IPMA-HR, but also added another partner—the International City/County Management Association (ICMA).

In my last column, I described the two leadership development models we uncovered—the “just-in-time” (JIT) approach and the “integrated” approach. The former focuses on developing new leaders quickly. We compare this approach to an inoculation you receive if you’re traveling abroad, just before you leave for the trip. The JIT model usually focuses on a relatively small segment of the workforce, such as middle managers who are likely to be promoted to senior management, or brand new senior managers.

In our view, the second model—the “Integrated Leadership Pipeline”—is a more effective way to develop leaders strategically, over time. This approach integrates an organization’s full range of HR practices around a framework such as workforce planning and/or a leadership competency model. The ideal result is a set of HR practices that work together seamlessly to move talented people through the leadership pipeline. The integrated approach also widens the leadership pipeline by enabling more employees to develop leadership skills.

In our soon-to-be-released report, we highlight 15 public jurisdictions/agencies that are aggressively building their leadership pipelines. Following are summaries of five of the 15 case studies we highlight in the report.

Attracting New MPAs to Local Government

One interesting local government case is a two-year internship program developed cooperatively by three Florida cities (Port Orange, South Daytona Beach and Daytona Beach Shores) to attract new MPAs to city management careers. This program is designed specifically to attract young talent to city government. Interns serve eight-month rotations in each city, starting with the smallest city and ending with the largest. Along the way, interns work with three city managers and city councils and deal with three sets of local government issues. They also build their networks and résumés to prepare for public management jobs and careers. This program, in addition to being a great way to introduce new graduates to city management, is cost-efficient because the three cities split the interns’ salary costs.

“Growing Our Own”

Leaders in State Government

The “Leadership Academy” in the Michigan Department of Human Resources is a comprehensive leadership pipeline program. All eligible Department middle and senior managers (over 2,600) can apply. Candidates first review an online “realistic job profile” and take an online “ideal job inventory” self-assessment to help them decide if they really want to advance to leadership positions. After that, there is a competitive selection process that produces 20 Academy participants. Even though only 20 are selected, all candidates receive formal, personalized feedback on their strengths and weaknesses, at each stage of the assessment process. That means that all candidates benefit, not just the 20 selected for the program.

Another key aspect of the Leadership Academy is the Department’s commitment to assessing program impacts, to show return on investment. These evaluations include:

- Assessing the promotion progress of graduates
- Administering 360-degree assessments before and after the Academy
- Systematically reviewing supervisors’ performance evaluations of Academy alumni

Comprehensive “Management Development Assessment Center”

At the local government level, the fast-growing city of Roseville, CA (population 100,000) successfully put in place a “Management Development Assessment Center” (MDAC) to help managers develop the core competencies critical to the city’s success. First, the city identified the competencies through interviews with its managers. These interviews produced eight “management dimensions” that all department heads must master to be effective. Each dimension—communication, decision-making, interpersonal effectiveness, leadership style, administrative effectiveness, flexibility, planning/organization and developmental orientation—was clearly defined. Department directors also described what each dimension “looks like” in action and gave examples of

Targeted Development Anaheim, CA	Executive Managers	Administrative Managers	Middle Managers	Professional /Technical
Skill Building				
Extraordinary Leader	+	+		
Scholarships	+	+	+	+
Degree Programs	=	+	+	+
Management Development		=	+	+
Knowledge and Relationship Building				
Executive Retreat	+			
Executive + events	+			
Ad/Ex events	=	+		
Management Meetings	=	=	+	+
Leadership Luncheons	=	=	+	+
+ Target audience				
= Also invited				

actual situations that require mastering one or more of the eight dimensions.

Then the city put in place an integrated process to develop the competencies. This process has six elements:

- A background questionnaire that enables each participant to assess him/herself in the eight management dimensions and describe a work experience that illustrates a strength in one dimension and a need to develop in another.
- A personal interview, which focuses on the eight management dimensions.
- An in-basket activity that enables participants to demonstrate skills in six of the management dimensions.
- A group-interaction activity to analyze a citywide issue and make recommendations, while MDAC assessors observe.
- A team activity where participants develop implementation plans for their recommendations and prepare formal presentations to the city manager. Assessors observe each team.
- The Myers-Briggs Type Indicator (MBTI).

Each participant receives individual formal feedback and is expected to use the feedback to construct a development plan. In addition, Roseville uses the MDAC data to develop citywide training and development programs. The cost to the city for the MDAC? A surprisingly modest \$850 per participant.

Building the Leadership Pipeline from the Entry-Level

In the federal government, the U.S. Government Accountability Office (GAO) takes a very broad view of leadership development that starts by grooming entry-level professionals. Each year, GAO puts up to 325 new hires through a structured program designed to quickly assimilate new professionals, eliminate organizational silos, boost retention of new hires and accelerate development to full capacity through training, job rotations, coaching and performance management.

A key aspect of this program is that it wasn’t developed in a vacuum by baby boomer managers who think they know what young professionals want. Instead,

the program is grounded in empirical research on what new analysts need and want, and how these needs/wants can contribute to GAO’s effectiveness.

Targeted Development

A final example comes from a large city—Anaheim, CA—that has carefully identified key leadership competencies and strategies to develop these competencies. While this approach is by no means unique, Anaheim takes this a step further by targeting specific approaches to specific groups of employees, as shown in the chart at the top of this page.

These are just a few of the examples that will be highlighted in the upcoming report. Of course, there is no one-size-fits-all approach to leadership development. The best approaches incorporate key factors such as organizational culture, business strategy, budget and political environment.

One very critical key to success is basing leadership development on the competencies that leaders must master to help their organizations succeed. In our discussions with thought leaders and managers from 35 public agencies, these competencies were identified most often:

- Understanding other departments
- Understanding the enterprise and its environment
- Building relationships and networks
- Getting things done in government
- Managing change
- Managing the public
- Managing the media
- Influencing, motivating, developing and retaining talented people
- Managing conflict
- Dealing with problem employees

In my next column, I’ll describe practical steps all organizations can take to build their leadership pipelines.

“Building the Leadership Pipeline” will be published in July. For a free copy, please contact me at 608-385-9744 or rlavigna@cps.ca.gov.

ASPA member Bob Lavigna is a client services manager with CPS Human Resource Services in Wisconsin.
E-mail: Bob@cps.ca.gov

FREDERICKSON PERSPECTIVE

A Column by H. George Frederickson

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Now We Know: Deep Throat Was A Bureaucrat

Imagine my surprise when I learned that Deep Throat was not only a bureaucrat but that we grew up in the same hometown and graduated from the same high school. I always liked Deep Throat and now I know why. Because of my fondness for bureaucrats and because Deep Throat is a fellow Twin Falls High School Bruin, I must leap to his defense. This is done with some anxiety due to lingering passions on all sides of the Watergate scandal.

After the early internet release of a story by John D. O'Conner in the July 2005 issue of *Vanity Fair*, Bob Woodward confirmed that Deep Throat was W. Mark Felt, the former deputy director of the FBI. It was Woodward of the *Washington Post*, along with Carl Bernstein, who broke open the Watergate scandal in 1972. Their reporting was based in part on inside information from Felt, who famously came to be known as Deep Throat.

Woodward agreed that Felt would be an anonymous source, and Felt's anonymity was honored for over 30 years, until Felt himself revealed that he was Deep Throat. It was the Watergate scandal, a botched White House sponsored break-in at the Democratic Party Headquarters in the Watergate complex and the subsequent cover-up that eventually forced the resignation of Richard M. Nixon from the presidency. Mark Felt was not a political appointee but a career FBI agent. Therefore, put bluntly, a civil servant helped topple the president of the United States of America. How can such a thing possibly be defended?

First, the relationship between Mark Felt and Bob Woodward long predated the Watergate affairs. It was an amiable relationship based on friendship and trust. That Mark Felt was second-in-command at the FBI and Bob Woodward was an

energetic young *Washington Post* reporter at the same time the Watergate break-in was discovered was a serendipitous coincidence. Given his FBI experience, it is unlikely that Felt would have made confidential disclosures to someone he did not absolutely trust. It turns out that his trust was well placed.

Second, well before the Watergate scandal the Nixon White House was attempting to politicize the FBI, as Felt's book *The FBI Pyramid* carefully documents. J. Edgar Hoover, the colorful but greatly flawed director of the FBI, had more than enough control over his own agency and enough independent political capital to stand up to the Nixon White House. It is not surprising that the Watergate "plumbers" had CIA rather than FBI backgrounds.

Hoover died in May of 1972, and the Watergate break-in was on June 17th of that year. L. Patrick Gray was appointed acting director of the FBI by President Nixon. According to Felt, "The record amply demonstrates that President Nixon made Pat Gray the acting director of the FBI because he wanted a politician in J. Edgar Hoover's position who would convert the Bureau into an adjunct of the White House machine." At the time even the most liberal critics of the FBI acknowledged that under Hoover the Agency had never been used for political advantage. But, under L. Patrick Gray and his nominal boss Attorney General John Mitchell, President Nixon's notorious bagman, Felt believed that the FBI was being moved in a decidedly political direction.

Third, Felt was put in charge of the FBI portion of the Watergate break-in investigation. His dilemma was this. The FBI, after a few weeks of investigation had implicated several senior White House staff in either the Watergate break-in or in its cover-up. Felt was convinced that his

boss, L. Patrick Gray, was not able to stand up to the President and that little would come of the FBI Watergate investigation. He was further convinced that Gray's boss, John Mitchell, would do all in his power to protect the President and those around him.

Fourth, as Albert Hirshman would put it, Felt's choices were "exit, voice or loyalty" and Felt chose voice, but a unique form of voice. He became a secret whistle blower. As Woodward and Bernstein's book *All the President's Men* carefully describes, Felt secretly guided Woodward away from dead ends and toward the truth about Watergate and the cover-up. It was Mark Felt's way to let the truth be known, and the truth brought the President down.

Did Mark Felt do the right thing, the ethical thing?

It can be argued, as L. Patrick Gray does, that Felt was disloyal and had betrayed him. It can be argued, as John Dean, Charles Colson and Patrick Buchanan do, that Mark Felt was a cowardly careerist sneaking around parking garages in the night working against the President. Or, it can be argued, as John D. O'Conner and Bob Woodward do, that Mark Felt is a national hero.

Can a case be made for anonymous leaking of information to the press, for snitching without confessing that you are the snitch? This is how O'Connor sees it: "Deep in his psyche, it is clear to me, he still has qualms about his actions, but he also knows that historic events compelled him to behave as he did: standing up to an executive branch intent on obstructing his agency's pursuit of the truth. Felt, having long harbored the ambivalent emotions of pride and self-reproach, has lived for more than 30 years in a prison of his own making..." Hard ethical questions have a way of inducing such ambivalence.

Having come up through the FBI ranks, it is clear that Felt was a deeply committed institutional man. In social science parlance, in the Hoover years the FBI was a "high culture organization," and Felt was a squared-away agent enlisted in the fight against crime, communism and pretty much anything that J. Edgar Hoover believed to be un-American.

Although we admire passionate dedication on the part of those who lead our public institutions, we also recognize that the interests of one agency are not the same as the public interest. In the Watergate case, however, it could be argued that the interests of protecting an independent and professional FBI were compatible with answering the question of whether the President was a crook.

In the end, it was excessive institutional zeal that got Mark Felt. Few remember, but terrorism was a big problem in the late 1960s and early 1970s. Buildings on

university campuses, police department buildings and even the Pentagon were bombed, mostly by the Weather Underground Organization (WAO) but also by Palestinian organizations.

According to the General Accounting Office there were 63 federal building bombings between January 1970 and May 1972. Several WAO members were indicted and the FBI was attempting to track them down. In addition the FBI was attempting to prevent future terrorism. Mark Felt claimed that formally unauthorized systems of "surreptitious entry" or so-called "black bag jobs" were "known to Presidents, Attorneys General and to any government official with enough brains to figure out where a Communist Party membership list or confidential data about the Mafia from 'Anonymous Sources' really came from..." The Department of Justice and the FBI have always distinguished between investigations designed to gather intelligence and those for the purpose of gathering evidence to be used in court against a person charged with a crime.

As I understood it, intelligence gathering is not intended to result in criminal charges and is therefore not limited by Fourth Amendment prohibition against "unreasonable searches and seizures." Some claim that black bag jobs were widely used by the FBI and the CIA at that time but Felt claims that at the FBI they were infrequently used. On the "Face the Nation" television show he said: "You are either going to have an FBI that tries to stop violence before it happens or you are not. Personally, I think this is justified and I'd do it again tomorrow."

Although Felt retired from the FBI in June 1973, in 1978, after Jimmy Carter was elected President, his Attorney General Griffith Bell charged L. Patrick Gray, Edward S. Miller and W. Mark Felt with authorizing the practice of "surreptitious entry" against the Weather Underground Organization. They were convicted in 1980 and Felt was fined \$5,000. The *New York Times* saluted the conviction saying it showed "that zeal is no excuse for violating the Constitution." Felt and the others appealed and the day Ronald Reagan took office he pardoned all three.

Today we live in a world facing even larger threats of terrorism. How shall the FBI and the new Department of Homeland Security balance the imperative to prevent terrorism while at the same time preserving individual and family liberties? We have, in the case of Deep Throat, a cautionary tale.

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

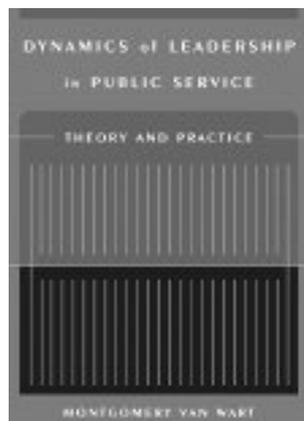
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Privatization and Deadly Health Care in Prisons

Are those who prescribe or advocate privatization as the key to more cost-effective government ethically responsible when their prescriptions and advocacy cause serious harm?

Between 2000 and early 2005, there were 23 deaths attributed to inadequate medical care in a state's county jails. The care provider was a for profit firm specializing in prison and jail health care, Professional Medical Health Services (PMHS). The company is a leader in an industry that reaps \$2 billion a year. For profit firms provide about 40 percent of the health care in prisons and jails in the United States. However, there are only a handful of companies that routinely bid on providing services to county, state and federal prisons. The competition is so stiff that some health care specialists say companies make bids that require cutting corners. PMHS provides care to over 200,000 inmates in 28 states. Its track record is decidedly mixed. Some counties will not contract with it even if it is the lowest bidder.

Here are accounts of three cases:

"It's only a matter of time before they kill someone," said Dr. Jane Jones. "I knew there was going to be a death. I could feel it." She quit a few months before Steve Marks, Jr., died. He was born prematurely to a 22-year-old mother in a maternity cell in a county jail. A nurse found the mother sitting on the toilet crying, with blood everywhere. Assuming that the inmate had miscarried, the nurse tried to console and clean her up. The nurse never looked for the baby. He was found in the toilet by a guard who was instructed, via phone, to look for the child, by ambulance personnel en route to the jail. The guards, with no experience in birthing babies, did their best to save the boy, who was taken to a hospital only to die three days later. The mother, who had tried to hide a friend's illegal drugs from police during a traffic stop said, "I know what I was doing was wrong, [but] I can't find a reason why a baby had to die." The nurse was placed on a year's probation and fined \$500.

Richard Smith was confined to a jail cell in another county of the same state. He

was struggling with Parkinson's disease and needed 32 pills a day to quell his tremors. The jail's medical director withheld all but a few of these. Over a 10 day period, Smith became unable to move, lost consciousness and was soaked in his own urine and sweat. The jail's nurses believed he was faking. He suffered great pain and died of septic shock.

It also took only 10 days for Vanessa Brown to die of a heart attack at age 35 in another of the state's county jails. She told a nurse, "My chest is tight and burns, my arms are numb." She had an EKG, which showed a heart problem. She was given drugs for intestinal problems and Bengay topical ointment. She died a painful and apparently unnecessary death.

I ask once more: "Are those who prescribe or advocate privatization as the key to more cost-effective government ethically responsible when their prescriptions and advocacy cause serious harm?"

The cases are based on actual occurrences. The names of all parties and entities have been changed.

Submitted by: David Rosenbloom,
American University
drosenbloom@verizon.net

ASPA member Donald C. Menzel is
ASPA's president and professor emeritus
of Northern Illinois University. E-mail:
dmenzel1@tampabay.rr.com



Citizens Get Environmental Justice

From JUSTICE pg. 2

claiming she exceeded her authority in her decision to reject the company's application. On October 4, 2004, an administrative law judge agreed with the company and cleared the way for the landfill. Taliaferro County residents fought back. TCAL finally succeeded in gaining legal standing to have their views heard in court, and appealed the October ruling. In January of 2005, Judge Constance Russell sided with the residents. In her ruling, the judge noted that "there is nothing in Georgia's Solid Waste Management Act which would relegate the director's function in granting or denying permits to a mere ministerial function. On the

contrary, the Act requires that the director make independent 'investigations, analyses and inspections' to determine the appropriateness of a permit."

Complex Environmental appealed this ruling to the Georgia Court of Appeals. On March 23, 2005, the court dismissed the company's appeal. Goliath's last option is to appeal to the Georgia Supreme Court. So far, it has not done so. The citizens of Taliaferro County, "David," have won their fight for environmental justice.

The authors of this article are all MPA students of Sandra Reinke who is director of the MPA Program at Augusta State University.
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Stand Where Things

NTAC Lobbyists Hit Hill, Hate Crimes Legislation Submitted by Congress

A week after transgender lobbyists blanketed Capitol Hill, the House of Representatives submitted the first-ever transgender-inclusive Hate Crimes Prevention Act. The Local Law Enforcement Hate Crimes Prevention Act (LLEHCPA) of was filed in the House of Representatives. The lead sponsor is John Conyers (D-Michigan) and there are currently 96 co-sponsors.

The bill (HR2662), sponsored by Representatives Barney Frank (D-MA), Christopher Shays (R-CT), John Conyers (D-MI) and Ileana Ros-Lehtinen (R-FL) was created to give federal protection to the victims of hate crimes. Currently LLEHCPA has 96 co-sponsors.

On May 19 and 20, National Transgender Advocacy Coalition (NTAC) held its third lobbying foray in Capitol Hill, simultaneous to GenderPAC's convention and lobby day. Yet again, a spirited group of lobbyists pressed for inclusion in both the Hate Crimes bill and the Employment Non Discrimination Act (ENDA). After years of diligent efforts, it appears the persistence has finally paid off in the House of Representatives.

The overall news from the Hill was mixed, as the Senate appears to favor last year's legislative language, which did not specify coverage for "gender identity."

"We realized that we needed to make a small change to last year's bill by explicitly including transgendered persons for protection under this bill," said Rep. Barney Frank in a congressional press release. "It is important to carefully identify those people who are most likely to be singled out for pernicious acts."

"This is truly welcomed news," claimed NTAC Chair, Vanessa Edwards Foster. "After a week of disappointing visits in the Senate, this bill's introduction was timed perfectly. We really have to give Rep. Barney Frank due credit here. He stood up strongly and insisted on our inclusion in this bill in the midst of a very dicey congressional session. That took a lot of guts. This is one issue where he's definitely championed our cause."

Foster also referred to the upcoming second trial set in the Gwen Araujo case in Oakland. Araujo, 17, was at a party with friends who were previously suspicious of her true gender, and who was later brutally beaten and strangled after her after confirming she was still biologically male.

"Again we are hearing the defense attorneys claim Gwen's death was "classic manslaughter," in order to excuse her murder," Foster said. "[The attorneys] claim the discovery of Araujo's "biological identity was a violation so deep, it's almost primal." If loathing is so deep-seated, so primal that it has to result in extreme violence, then you have the perfect argument that Hate Crimes truly exist and

must be legislated out of existence."

In addition to the expanded coverage of gender identity, the House bill will also amend the Hate Crimes Statistics Act to include a specific category for gender identity based violence. There has never been a specific category for the FBI to track anti-transgender violence. Currently, any bias-related incidents targeting transgenders is either rolled up under sexual orientation or gender-related violence if tracked at all. Religious bias and sexual orientation bias accounted for 16.4 percent of reported single-bias hate crimes, followed by ethnic or national origin bias with 14.2 percent.

The proposed legislation would also provide assistance to the states to avail themselves of federal resources and personnel in investigating and prosecuting cases based on state law.

National Civic League Announces Recipients of 2005 All-America City Award

30 Communities Complete Competition for Civic Award

Atlanta—The National Civic League crowned the 2004 winners of the coveted All-America Cities Award—the nation's longest running and most prestigious civic recognition program.

The All-America City Award encourages and recognizes civic excellence, honoring the communities in which citizens, government, businesses and nonprofit organizations demonstrate successful resolution of critical community issues. Since 1949, more than 4,000 communities have competed and nearly 500 have been designated All-America Cities.

The winning communities for 2005 are (in alphabetical order by state):

- Seward, AK
- Canoga Park, CA
- Lauderhill, FL
- Pompano Beach, FL
- Port Huron, MI
- Willmar, MN
- Carrollton, MO
- Georgetown County, SC
- Orangeburg County, SC
- Winchester, VA

"All of these Finalist communities are winners, or they wouldn't have been asked to join us in Atlanta. They are already serving as role models for the rest of the country," said Christopher T. Gates, president of the National Civic League. "They are tackling a variety of community challenges in a collaborative way that involves citizens, businesses, local government and nonprofit organizations. That's what this award is all about—showing communities across America how to work together to overcome obstacles and achieve tangible results."

The 30 Finalists participated in a final round of the All-America City competition in Atlanta, June 23-25. Each delegation presented three innovative community programs to a nine-person jury. Their presentations addressed a wide range of social and community issues, including youth, education, poverty, affordable housing, race relations and others.

George H. Gallup, one of the award's founders, described the program as "...a Nobel prize for constructive citizenship." As such, communities that have won the All-America City Award have realized numerous benefits, including national recognition, enhanced community pride and additional community partnerships. Many All-America City Award winners also have realized significant economic impacts, including new grants, improved bond ratings, increased tourism and private investment.

Online Giving on the Rise, Study Finds

Online donations to the biggest U.S. charities rose 63 percent in 2004, a new study by the *Chronicle of Philanthropy* reveals.

The *Chronicle* surveyed 164 groups, including Doctors Without Borders USA and the National Multiple Sclerosis Society, which, combined, raised \$166.2 million online.

Although this was less than 1 percent of the total raised by charities in 2004, *Chronicle* editor Stacy Palmer noted that the significant growth in online fundraising will spur more of the same as donors become ever-more comfortable with e-charity.

According to Palmer, nonprofits have been slow to adopt technology that could enhance their online fundraising efforts because they fear spending precious dollars on tools that ultimately fail to deliver promised benefits.

That's changing, however, as Web-based technologies increasingly justify their cost and a new generation of startup vendors introduce tools that make both online and real-world fundraising easier. And while few big technology vendors market directly to nonprofits, many—including Microsoft, Cisco Systems, and Intuit—donate or sell software and hardware at a big discount to TechSoup Stock, a San Francisco-based nonprofit, which then re-sells the products to qualify-charities at a discount.

"We really seem at a stage where growth is happening in a fairly spectacular way," added Palmer.

Hopkins, Jim. "E-charity Sees an Increase in Online Giving." USA Today 6/14/05.

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



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ASPA TIMES

Advancing excellence in public service. . .



Photo by Jim Bovin

Jocelyn Souliere, president of the Institute of Public Administration of Canada (IPAC), addresses the attendees of the annual Section for Women in Public Administration (SWPA) Breakfast during ASPA's 66th National Conference held this past April in Milwaukee, WI.

IPAC President Addresses SWPA at ASPA National Conference

Jocelyn Souliere Speaks on Issues Facing Working Women

The following address was given at the annual Section for Women in Public Administration (SWPA) Breakfast, during ASPA's 65th National Conference in Milwaukee, WI, this past April by Jocelyn M. Souliere, president of the Institute of Public Administration of Canada (IPAC). Souliere is currently the director of staffing and classification services, Saskatchewan Public Service Commission.

"Workplaces that Work"

Jocelyn M. Souliere

I'm going to talk about three things this morning and I hope that when I'm done I'll have drawn some linkages between these three topics.

First of all, I'm going to touch briefly on the issues facing working women in Canada, primarily because that's the topic I was asked to address. Then, since we are going to identify issues and barriers, I'd like to talk a bit about the context in which we are working today and what we might do to address these issues in our workplaces. And finally, I

want to tell you a bit about the kind of workplace that I think will work for everybody—based on some very interesting research we've been doing on "my day job" at the Saskatchewan Public Service Commission.

I suspect the issues that face working women in Canada are very similar to the issues facing working women in the United States—income and earnings, the wage gap, childcare, harassment in the workplace, adequate housing for low income parents (who are mostly women), employment and training needs, women's care giving responsibilities for children and the elderly, balancing work and family, the glass ceiling, moving to the boardroom, attaining real 'power' and influence, and working in a man's word under our terms.

Put this together with the economic context in Canada, which once again I imagine is similar to that in the United States—Canadian employers are facing skills shortages, especially in the skilled trades. Baby boomers are starting to

See SOULIERE, pg. 26

Key Factors That Make a Balanced Scorecard Successful

Group Co-Sponsored by ASPA Offers Lessons Learned from Introducing and Using a Balanced Scorecard

The Top Ten List

1. Gain top leadership support; it helps if there is a 'burning platform' for change.
2. Measure the right things—things that customers, stakeholders, and employees find value in—not everything.
3. Create a governance process that engages key stakeholders.
4. Design the system to follow the actual work of the organization.
5. Start development of measures at both the top and bottom of the organization and cascade them in both directions.
6. Create a communications campaign that explains how a Scorecard both reflects and drives a focus on mission.
7. Align systems: tie them to the organization's planning, measurement, and budget cycles.
8. Insure the credibility of the process and honesty in reporting.
9. Create transparency of information that is as real-time as possible; this is key to its credibility and usefulness to both senior and frontline managers.
10. Align incentives: link rewards to performance through effective evaluation and performance appraisals.

Jake Barkdoll and John Kamensky

Here's a list that will never appear on the David Letterman Show, but should be on every public manager's desk! After 44 monthly meetings, participants in the Washington, DC-based "Balanced Scorecard Interest Group," reflected on lessons learned in introducing and using a

What Is the Balanced Scorecard Interest Group?

The Balanced Scorecard Interest Group (BaSIG) was originally established in September 2000 with two goals that have remained unchanged; to serve as:

- An opportunity for federal agencies contemplating the use of Balanced Scorecard techniques to learn from the experiences of others and to consequently make more informed decisions, and
- An ongoing forum for public sector agencies already using Balanced Scorecard techniques to share their experiences and to learn from each other.

The Group is co-hosted by ASPA and the National Academy for Public Administration (NAPA). It is supported by the IBM Center for The Business of Government.

Balanced Scorecard. They compiled a "top ten" list based on their personal experiences and insights from presentations by a wide variety of federal agencies.

The "Top Ten" list (see sidebar, far left) touches each of the four key stages in any successful Scorecard effort: design, develop, implement and sustain (or institutionalize) its use.

Design. Creating a successful Balanced Scorecard isn't a technical feat. The real challenges are in engaging leaders, managers, employees, customers and stakeholders in the design process. While some efforts are staff-generated, and make some progress, the really successful ones start with top leadership support. Fortunately "top level" can apply to the leadership level of a staff, a program, or a "parent" organization. It also helps if there is a 'burning platform' for change. Examples include Charles Rossetti's transformation of the Internal Revenue Service, Joe Thompson's efforts at the Veterans Benefits Administration and Tom Bloom's use of the Scorecard to better integrate the Defense Finance and Accounting Service.

With top leader support, the key concept is to measure the right things—things the customers, stakeholders and employees find value in—not everything. The Patent and Trademark Office, for example, had 280 measures in 2000. It reported only

five agency-wide. Part of the ability to create a tight focus on which measures really matter is to create a governance process that engages key stakeholders. The IRS, for example, had its union president involved in the measurement development and reporting process. Another key element in design is for the system to build on work that has already been completed. The library system at the University of Virginia collected many data for years. It was only after it developed a Scorecard linking the data to what it did, that the data actually became useful and used.

Develop. One approach used is to start development of organizational measures at the top and bottom of the organization and cascade the results to meet in the middle. For example, in the Center for Devices and Radiological Health, in the Food and Drug Administration, the leadership framed some broad measures, but also encouraged division heads to develop their own metrics. There were some overlaps initially, but the conversations in sorting them out created a better understanding, both ways.

Creating a communications campaign that explains how a Scorecard both reflects and drives a focus on mission is important to obtaining managerial and staff support for collecting and reporting new

See CALIFORNIA MEETING, pg. 23

Donald C. Menzel
PRESIDENT'S COLUMN



The Making of an Ethical Administrator

ASPA's Code of Ethics speaks loudly and clearly to the importance of competent, ethical behavior in administration and governance. No line is drawn between the street-level bureaucrat and the top executive. All are expected to abide by the Code. Consider the following elements in the Code and some of the specifics for each:

- Tenet I: Serve the Public Interest calls for administrators to "exercise compassion, benevolence, fairness and optimism."
- Tenet II: Respect the Constitution and the Law requires administrators to "respect and protect privileged information."
- Tenet III: Demonstrate Personal Integrity urges administrators to "zealously guard against conflict of interest or its appearance: e.g., nepotism, improper outside employment, misuse of public resources or the acceptance of gifts."
- Tenet IV: Promote Ethical Organizations admonishes administrators to "encourage organizations to adopt, distribute, and periodically review a code of ethics as a living document."
- Tenet V: Strive for Professional Excellence calls for administrators to "provide support and encouragement to upgrade competence."

Arguable? Probably not. I suspect the vast majority of us feel that these are sound tenets and guidance.

But how does one become an ethical administrator? Is one simply born more or less ethical? James Q. Wilson argued more than a decade ago in his book *The Moral Sense* that all of us are born with a moral sense, an innate quality that enables us to understand and act on the difference between right and wrong. He points to how children at the very earliest age know when they are being treated fairly or unfairly. Still, even if we accept this view, we are not likely to believe that each of us has an ethical autopilot that will prevent us from straying onto the path of wrong behavior. So, there must be more.

Maybe the more has to do with how we were raised. What did we learn from our mothers, fathers, sisters, brothers, friends? Fairness is certainly one of those ethical values that we probably learned about. It's also likely that we were told to treat others the way you would like to be treated—the Golden Rule. We may even have had a mother or a father tell us about the importance of human dignity, although maybe not in those exact words.

Treat others as an end, not a means—each of us is worthy—timeless advice from 18th Century philosopher Immanuel Kant. Perhaps we were given a list of virtues—honesty, courage, bravery, patience, respect, trustworthiness, loyalty, to name a few, and told to follow your

heart. And, if practiced often enough, these virtues would become so fully instilled in your being that you would no longer face the dilemmas posed by right and wrong choices. Your "habits of the heart" would have taken over your life so completely that you are becoming a virtuous person, a lofty goal that, however worthy, is never attained. Pursuing a life of integrity is just that.

Oh you say, these are noble possibilities but they don't make sense in the rough and tumble world of the 21st Century. Men and women of ambition are thrown into the lion's den of "getting ahead" no matter what. How then is one to make sense of right and wrong? Enter the utilitarian. Serve the public interest gets translated into make decisions that benefit the most people.

As the top executive of a public agency, you might conclude that recommending an across the board pay raise to the agency's employees is better than a recommendation to raise the pay of a smaller number of employees on the basis of performance. The organization as whole, you might rationalize, would perform worse if there are a small number of satisfied employees and a large number of unsatisfied employees.

This utilitarian approach, of course, is attractive because one can calculate, however roughly, possible desirable outcomes. Thus, the right thing to do becomes an exercise in smart and maybe lucky calculations. But where does the administrator learn to do this? Maybe it is in the common sense of life to make such calculations. Or, maybe it is in the educational experience one receives.

Public executives typically hold master's degrees in business, public administration or public policy. And, educational institutions that award these degrees are often committed to teaching students how "to act ethically," to borrow the phrase in the standards promulgated by the National Association of Schools of Public Affairs and Administration (NASPAA).

Accredited business schools are equally vociferous in this regard, although not everyone feels that such standards make a dime's worth of difference. One business school graduate put it this way: "We had classes on ethical behavior. But if you are a rotten person going into B-school, you will probably still be a rotten person when you came out." (*New York Times* 2/14/2005:A22)

Learning how to calculate right and wrong outcomes may well grate on one, and it might be incorrect to charge public administration educators with teaching ethics as an exercise in calculation. Yet, many educators believe that one can learn how to engage in a reasoning process that

will more likely than not yield a "right" behavior or decision.

Within ASPA ranks, Terry Cooper is the best known proponent of what he calls moral reasoning. And, if the popularity of his 5th edition book *The Responsible Administrator* is any indication, he is certainly not alone. At the risk of oversimplifying his argument, Cooper contends that learning how to resolve an ethical choice, one involving right versus wrong and sometimes, right versus right, one must develop the skill of moral imagination—have the ability to produce a "movie in our minds" that takes into account the dynamics of the environment in which a choice must be made.

Try for a moment to imagine how Marine Lt. Col. Oliver North might have reasoned through the choice he had when faced with selling arms to Iran to raise cash to support the Contra rebels in their fight against the government in Nicaragua. In testimony before Congress in 1987 Lt. Col. North explained why he lied about

the Iran-Contra affair: "I want you to know lying does not come easy to me... but we all had to weigh in the balance the difference between lives and lies." Did he engage in moral reasoning? Did he choose one virtue over another—life versus honesty? Did he calculate what was in the best interests of the Nation? Would you have done the same?

The making of an ethical administrator remains something of a mystery but there is a growing belief that educational institutions and professional societies such as ASPA can contribute to this very important task. The challenge for ASPA as well as others is to identify approaches and tools for undertaking this assignment. The development of an ethics training package for ASPA chapters and student members would be a valuable step in this direction.

ASPA member Donald C. Menzel is ASPA's president and professor emeritus of Northern Illinois University.
E-mail: dmenzel1@tampabay.rr.com

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ASPA Contributors

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Blue Wooldridge
Richmond, VA

Douglas Henry
Nashville, TN

Jody L. Harris
Augusta, ME

John J. McTighe
San Diego, CA

Joseph Adler
Bowie, MD

Maile Rasco-Arthur
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Michael S. Sade
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Mc Lean, VA

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William T. Tyrrell
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David S. Arnold
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Michael E. Penick
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Sandford Blitz
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William E. Schuerch
Washington, DC

Endowment Fund

Roger Hartley
Tucson, AZ

Section News

Ethics and Integrity of Governance Conference a Success

ASPA's Section on Ethics Helps to Organize Inaugural Conference Held in Leuven, Belgium



ASPA President Donald C. Menzel (left front) poses with other ASPA members in attendance at the first Ethics and Integrity of Governance Conference. Conference organizers hope it will become a bi-annual event.

The first of what is planned to be a bi-annual event, the "Ethics and Integrity of Governance Conference" held in Leuven, Belgium, in early June was a great success. Subtitled, "The First Transatlantic Dialogue," it lived up to that name in both content and participation with 122 participants from 28 different countries, including 25 members of the ASPA Section on Ethics.

The conference was hosted by the Public Management Institute of the Katholieke Universiteit Leuven and co-organized by the ASPA Section on Ethics on the American side and the EGPA Study Group on Ethics and Integrity of Governance on the European side. The conference took place in the beautiful Middle-ages surroundings of the Leuven Beguinage and it was lauded for the quality of its scholarship and for its smooth organization.

The conference began with an invigorating plenary with keynote speeches by

John A Rohr, professor, Virginia Tech and Jeremy Pope, founder of Transparency International and co-director of Tiri.

Over the course of three days, conference attendees discussed and debated topics in five thematic workshops: Concepts and Theories; the Ethical Administrator; Integrity and Ethics Management; New Developments and the Ethics of Governance; and the Dark Side of Ethics.

A plenary practitioners' panel and research panel provided a more general overview of what has been achieved and what still begs for solutions in the field of ethics.

A detailed listing of the presentations and the papers introduced there can be found at the conference website: <http://soc.kuleuven.be/io/ethics/>.

The next Transatlantic Dialogue on Ethics and Integrity of Governance is scheduled to take place in the United States in June 2007.

ASPA's 67th National Conference in Denver, CO

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Chapter News

Inaugural Florida State ASPA Conference a Success

Craig Donovan

I have rarely wished to be in two places at once. Often enough I have been in just one place, all the while wishing I was in another. But this month, it happened. If I could have been here and there at the same time, I would have. On May 29th, I was in Clearwater Florida at the first annual Fun in the Sun Florida State ASPA Conference. On the same day, back in the beautiful Garden State, New Jersey was holding its own annual get together in the state capitol. It was the first New Jersey conference I have missed in over a decade. Fortunately for me, a number of my students were able to attend and have told me that they learned a lot, met a lot of very fine folks, and a good time was had by all...

What it came down to for me was wanting to help support the good folks down south as they launched their new endeavor. The weather was great, the location (Clearwater's new public library) fantastic, and nearly 80 highly charged pracademics all got together to learn and laugh and advance the cause of public service.

It is clear from what was done in Florida that ASPA can be a vital and invigorating force for public administration. While many chapters and states have been limping along setting their sights low and achieving even less, Florida has shown

that the only enemy to our growth and prosperity is us.

The day started with the rousing Anthony Schembri. Schembri is a Brooklyn born transplant to the Sunshine State. He was formerly the New York City Commish for the Department of Corrections (and source for the TV show of the same name) and now serves as Florida's Secretary of Juvenile Justice. His presentation on leadership was as inspiring as it was fun. He has also written a very good book on leadership, *Leadership for the Soul: Thank God It's Monday*.

The attendance at Clearwater was about equal portions of those from the state's fine colleges, and those folks who have to actually work for living. Now having worked for state and local government for many years I remember fondly those 10 and 12 hour days, six days a week, doing the public's business. Course, being the good pracademic that I am, between teaching, advising, prepping, researching, writing, committees, community and professional service and more, I can honestly say it is a 24-7 lifestyle too.

I can not say enough good things about the Clearwater Public Library. The staff there were the epitome of good public servants who went out of their way to make the conference a success. The facility itself is a must see for every citizen and politician anywhere who is even thinking about what

a library can and should be. My own area has gone modern focusing on having everything ever written available electronically. This is a good thing, but when you can no longer even find a 'real' newspaper to read in a comfortable chair, something is wrong. I like having access to all that is out there, but I know the experience of a library is so much more...something the good folks of Clearwater have reinvigorated and updated for the 21st Century. Bravo! You can check them out at www.clearwater-fl.com/cpl/. PS: All ASPA conference planners should have to taste the wonderful food there and use it as a benchmark for all future ASPA meetings.

ASPA President Don Menzel was also on hand. I am sure it was just a fateful coincidence that he won a door prize of an ASPA logo golf shirt (which he donated to one of the many students in attendance). The few, the proud, the ASPA adorned!

Speaking of speakers...another fantastic speaker at the conference was none other than the 20th century's foremost commentator and popular speaker...Will Rogers. Well, actually Randall Reeder, himself also a true Oklahoman who captures all the wit and wisdom of the great Will Rogers and brings it to another century of lucky Americans. It is a true shortcoming of America's education system today that more people do not know who Will Rogers was or what he did. He was perhaps the originator of modern social

and governmental commentary, the fellow who read and listened ('All I know is what I read in the papers.') to what was going on and just told us in his own words, the crazy things that us real folks couldn't help but wonder about.

For example, t'was Will who said back in the 1920s and '30s: "A fool and his money are soon elected." "Alexander Hamilton started the U.S. Treasury with nothing, and that was the closest our country has ever been to being even." "Even if you're on the right track, you'll get run over if you just sit there." "Don't gamble. Take all your savings and buy some good stock and hold it till it goes up then sell it. If it don't go up, don't buy it." "I don't make jokes. I just watch the government and report the facts."

Whether he was talking about human nature, government, social security or the nation at large, Will Rogers helped us all not only to laugh a little at ourselves but to see ourselves for what we can be. Now, what better speaker could there be than that? You can read about Will/Randall at www.WillRogersToday.com.

So, there you have it. Fun firsts in the Sunshine State and two fantastic fellows and sensational speakers we all should get to hear for ourselves...see you soon.

*ASPA member Craig Donovan is currently a professor at Kean University.
E-mail: cpdonova@earthlink.net*

South Florida Chapter Honors Hernstadt as Public Administrator of the Year for 2005

William E. Solomon

The South Florida Chapter of ASPA presented Roger T. Hernstadt with the Public Administrator of the Year award for 2005 at a luncheon in his honor. Over 100 chapter members and guests attended this event. Hernstadt has served the citizens of Miami-Dade County for the past 28 years. As Miami-Dade's Federal Emergency Management Agency (FEMA) coordinator he obtained \$700 million in disaster recovery funding for public infrastructure restoration after several storms hit the south Florida area, Hurricane Irene in 1999 and the No Name Storm in 2000. Hernstadt has also served six years as the capital improvements coordinator and was responsible for the effective implementation of the Quality Neighborhood Improvement Program (QNIP), Safe Neighborhood Parks Bond Program (SNP), Stormwater Utility and Road Impact Fees programs.

One of Hernstadt's most ambitious accomplishments in his public service career was the development and implemented of the County's first standardized system "Capital Improvements Information System" a

system that set standards in the county's construction process in the construction of Capital improvements, acquisition of professional services, construction contracting, change orders and reporting of Information. In January 2005, Hernstadt was appointed the director of the Office of Capital Improvements to oversee the Building Better Communities Bond Program. The \$2.9 billion bond program includes more than 300 capital projects to be completed over a 15 year period. This program is one of the most ambitious capital construction programs in Miami-Dade County's history.

Also at this luncheon, the Carol Glassman Donaldson Award for outstanding service as a chapter member was presented to John Collins for his assistance with the South Florida Chapter Program Committee. The Chapter presented a \$500 student scholarship check to Sarah Ruen, a student in the MPA program at the University of Miami as the winner of our essay contest.

*ASPA member William E. Solomon is the chief of the procurement and warehouse management division of Miami-Dade Parks and Recreation.
E-mail: kingsol@bellsouth.net*



Roger Hernstadt, Miami-Dade FEMA coordinator and the South Florida Chapter of ASPA Public Administrator of the Year award recipient, addresses attendees of a luncheon in his honor.

Please Note Correction:

In the Executive Director's Column of the June issue of *PA TIMES*, the following quote appeared: "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." The last sentence should have read: "In an era of hedgehogs, ASPA needs to make a more compelling case for the role of foxes in professional public administration." We apologize for the mistake.

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In Memory of...

James W. Fesler

ASPA Charter Member, FDR Brownlow Committee Staffer and Revolutionary Passes Away

Don Kettl

In the very best sense of the term, James W. Fesler was a gentle man. When he died on April 26 at age 94, he was looking out

over rocky outcroppings and Long Island Sound near Killam's Point in Connecticut, where he and his family had spent decades of happy summers.

Jim was a scholar and a gentle man of

subtle surprises. He built a body of academic work ranging from comparative studies of administrative systems to the independence of state regulatory agencies. He is perhaps best known for his pathbreaking work on devolution and how the search for efficient bureaucracy must be reconciled with the need for responsive government.

But Jim is remarkable as well for the generations of leading scholars he produced. The "long blue line" of his Yale Ph.D.'s, as one wag put it, helped define modern public administration and political science: Aaron Wildavsky, Nelson W. Polsby, Theodore J. Lowi, Robert T. Golembiewski, Fred I. Greenstein, Herbert E. Alexander, David A. Caputo, Raymond Wolfinger and Allen Schick, among others. As chair of the Yale Political Science Department, he built the department into a powerhouse that transformed American political science.

In many ways, Jim Fesler was a revolutionary. Trained in the 1930s, he was a leader in a small group of scholars that sought to bring the study of public administration squarely into politics—and vice versa. He was a founding member of ASPA and pushed within the American Political Science Association to democratize the organization's governance. Critics suggested he and his colleagues were trying to undermine the old guard. He later wrote, with a measure of pride and disappointment, that "It is one of life's disappointments that Young Turks become Old Turks. Men now young may doubt that we were ever rebels."

But a rebel he was. He worked on the staff of President Franklin D. Roosevelt's Brownlow Committee, which helped create the modern presidency. Along with the other leading public scholars of public administration, he went to Washington during World War II to help the country manage the effort and served as the historian of the War Production Board, which converted the nation's economy from peacetime to production of the materiel needed to win the war. He worked with the first Hoover Commission, the Heineman Task Force, and the Ash Council, all efforts to transform the federal government's administration. He later turned his guiding hand to efforts to reform Connecticut's state government.

Jim taught political science at the University of North Carolina before moving to Yale, where he served on the faculty from 1951-1979. He chaired the U.N. Group on Decentralization for Development in 1961. He served as vice president of the American Political Science Association and editor of ASPA's *Public Administration Review* from 1958-1960. He received those organizations' Gaus and Waldo career awards.

In fact, Jim's fingerprints are clearly on every major step in the evolution of modern American public administration: the effort to shake it loose from the instrumental approaches of the first third of the twentieth century and inject a much-

needed dose of political reality; the work to form public administration into an intellectually respected field of study; and the commitment to use what public administration knows to transform government practice.

But perhaps most fundamentally, Jim worked to build the field by training its scholars. As a teacher, he was gifted in helping students find and nurture their own gifts and approaches, rather than imposing his own. He had an uncommon reverence for the context of big puzzles and taught his students to share that. What made so many of his students so effective as scholars and teachers was that they understood where they had come from and how what they did mattered.

As Robert T. Golembiewski recalls Jim's dissertation-writing advice that "ninety-tenths of your work should be below the surface—like an iceberg." Building on unseen depth, but making sure that depth was there to support the work: that captured Jim's approach to his own work and what he taught his students as well. I'm honored to be his last graduate student.

There were often gems buried in the ninety-tenths of Jim's work that lay below the surface. His footnotes were always substantial—89 pages in the first edition of *The Politics of the Administrative Process*. And they often hid big surprises. In writing about the case studies of public administration's early days, he warned, tongue firmly in cheek, that "I do not want to be misinterpreted as advocating the random accumulation of bricks and hoping that they will eventually fit together to build the temple of science."

One of his proudest moments was William Safire's recognition in 1996 of Jim's superior ability in framing excruciating puns. Jim turned Cicero's attack on a suspected assassin—"O tempora! O mores! (that is, "O, the times! O, the bad new principles!) into the cry of a Latin-trained Japanese chef deep-frying an eel: "O tempora! O morays!"

His students knew that the discussion of any subject could easily spark a link to ancient Rome, a comparison of local administration with practice in medieval France, or a probing question about the implications for democracy. He taught about administrative coordination with a tale from nineteenth century England. "Clean windows were a rarity in Queen Victoria's palace," he explained, "because their outside cleaning was under the control of the Woods and Forests department, their inside cleaning was the responsibility of the Lord Chamberlain's department, and the work schedules of the two departments did not necessarily coincide."

There was much hidden below the surface in this gentle man. He was one of the most important scholars of public administration of the twentieth century. But he was also a family man. In 2004, the Charles Darwin Foundation selected one of his son's

Mordecai Lee

I came into Professor Fesler's life in the autumn of his years. In 2001, I was researching FDR's Office of Government Reports (OGR). Roosevelt had created it as part of his implementation of the Brownlow Committee report. As one of the Committee's staff members, Fesler had written the report that provided the rationale for creating OGR. Since he was still listed as emeritus with Yale's Political Science Department, I took a chance and wrote him asking about those long ago events. Even though we had never met, I soon received a neatly typed response. It began: "It is a delight to be asked at 90 what I was up to when I was 25. The downside is that you risk the respondent's garrulousness." He answered my questions and so much more. It was the beginning of a wonderful correspondence that lasted up to the final month of his life.

At first, I limited my letters to OGR. He shared with me a hilarious incident from the Brownlow days. He visited some of the state offices of the National Emergency Council (NEC—OGR's predecessor). At the end of a visit to NEC's Detroit office, "the deputy director somehow persuaded me, then 24 and a bachelor, that a secretary there was much taken with me and would love to have dinner." But, at the end of the evening, "I told the taxi driver to wait—which obviously surprised, I may even say disappointed, her." He chastely walked her to her door and returned to the cab. "Unless I was and am very dull, I was being set up for a seduction that in turn would assure my favorable report... Anyway, she had a lot of stuffed dolls and animals cast about her daybed." He signed off that letter with "I remain, purely, Jim Fesler."

Another time I told him that I had cited an obscure piece he had written many years ago. He wrote back: "As an indicted mobster must have said, 'I'd rather be cited than forgotten'."

Two years later, I co-chaired the Program Committee for ASPA's 2003 conference. We were battling around names for the Stone Lecture. I suggested Fesler. The committee members unanimously approved. Responding to my formal invitation, he wrote that he was honored to be asked, but couldn't guarantee if by the time of the conference "I'm still hanging around." In a mock warning, he noted, "you run a risk of a no show, the nightmare of program chairs." Nonetheless, at Don Kettl's and my gentle urgings, he tentatively accepted the invitation. My role prompted some reminiscing. He, too, had once headed the program committee for ASPA's

annual conference, "but with an odd twist: I was the full committee. Saved a lot of time!"

He began drafting an address. He would "identify three or four persistent problems in public administration, explain my engagement with them, and my and others' failure to remove them from the agenda of unsolved problems." But it was not to be. About a month later he called and asked to withdraw. He was getting too fragile to travel. What a wonderful lecture that would have been. We are the poorer for it.

Jim never stopped being intellectually active. He worked on his memoirs for Yale's archives until his energies gradually faded. He followed the news avidly. After the United States' occupation of Iraq, he lamented "our reasonably competent training and deploying of civil administrators in Germany after World War II and the absence thereof in Iraq. We're scandalously becoming known around the world as administrative incompetents. I am outraged." I encouraged him to pursue that insight. He wrote the National Academy for Public Administration urging a study of the subject.

My last letter to him was about two weeks before he died. I thanked him again for his help on my OGR book and enclosed some excerpts from the just-published volume. I highlighted the references to his work and my acknowledgment of his help in the preface. For fun, I also included the results of a search of his name in the Washington Post's digitized database. He cropped up several times, including attending his sister's wedding in the 1920s—she was social secretary to President Hoover's wife—and at several events during the Eisenhower Administration. By then Jim could no longer read, but family members would read to him. After he died, his children wrote me that they had read him my letter and the accompanying enclosures and that he had appreciated hearing them. It is gratifying to know that just before he died he was aware of how much a junior faculty member like me appreciated both his help and what he had accomplished in his career.

Here was a professor who made huge intellectual contributions (his list of publications is awesome), but also lived in the real world, providing insights that helped PA professionals. James Fesler embodied the ideal of public administration, a first rate scholar and a source of practical ideas for practitioners. May we appreciate his legacy.

ASPA member Mordecai Lee is an associate professor of governmental affairs at the University of Wisconsin-Milwaukee. E-mail: mordecai@uwm.edu

ASPA In Brief

ASPA By-laws Review Up for Vote

The June issue of *PA TIMES* lists an extensive set of changes to ASPA's by-laws that are currently under consideration. ASPA leaders are urged to discuss these changes with their constituencies and encourage members to send the accompanying ballot to the ASPA office. The deadline for receipt of ballots is July 31, 2005.

ASPA 2005-6 National Election Process Begins

ASPA is still seeking potential nominees to run in the upcoming election for National Council and Vice President. The deadline for receipt of nominees is July 15. Download the nomination form (PDF file format) on the ASPA website at www.aspanet.org.

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
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
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 web site. 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 Patricia Yearwood at pyearwood@aspanet.org or (202) 585-4309.

URL: http://www.aspanet.org/scriptcontent/index_chapsec.cfm

Chapter and Section Technical Assistance Teams

In an effort to provide additional technical support to its chapters and sections, ASPA has established two teams of volunteers consisting of members who have demonstrated expertise in key management areas. 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

Financial Management
Francine Maldonado
fmaldonado@aspanet.org

Membership Development
Todd Argow
targow@aspanet.org

Newsletter Development
TBA

Organizational Enrichment/Stability
James Nordin
jnordin@aspanet.org

Program Development
Ann Hess
ahess@aspanet.org

Website Development
Leslie Beauregard
lbeauregard@aspanet.org

Section Technical Assistance Team

Awards Programs
TBA

Conference/Seminar Development
Delores Strain
dstrain@aspanet.org

Financial Management
Larry Walters
lwalters@aspanet.org

Membership Development
Carole Jurkiewicz
cjurkiewicz@aspanet.org

Newsletter Development
Russ Williams
rwilliams@aspanet.org

Website Development
TBA

Dates for ASPA Mid-year Council and Committee Meetings Announced

ASPA's mid-year meetings will be held November 11-13, 2005, in Washington, DC. Detailed information will be posted to ASPA's website as it becomes available.

If you have an item appropriate for inclusion in "ASPA In Brief" email
cjewett@aspanet.org.

ASPA Staff Contact Information

Antoinette Samuel

Executive Director

tsamuel@aspanet.org

(202) 585-4307

Heidi Salati

Senior Director of Professional

Development

hsalati@aspanet.org

(202) 585-4306

Patricia Yearwood

Senior Director of Member Services

pyearwood@aspanet.org

(202) 585-4309

Pharelda Scott

Office Manager

pscott@aspanet.org

(202) 585-4311

John Larkin

Marketing and Communications

Consultant

jlarkin@aspanet.org

(202) 585-4313

Jeannie Jeffries

Membership Associate

jjeffries@aspanet.org

(202) 585-4310

Delores Love-Toye

Accounting Associate

dtoye@aspanet.org

(202) 585-4319

Fesler Was an Influence on Many

From FESLER, pg. 19

photos—of unusual tufted birds and brilliant red foliage in the Galapagos Islands—as its 2004 holiday card. In typically understated fashion, he drew the recipient's attention to that fact with a simple note: "over," to the "photo by Jim Fesler" credit on the back. He took such pride in the considerable accomplishments of his family.

Much of Jim's influence on the field lies, like an iceberg, hidden below the surface. For generations, researchers will read his classics, like *Area and Administration* and the remarkable array of articles he published. But they will be shaped just as much in ways they might not recognize, by the organizations he helped transform and by the many scholars he trained—and

through whom his influence has rippled out across the field.

Golembiewski puzzled over Jim's influence. Did it come from his manifest qualities that he impressed, if ever so gently, on those he met? Or did they find in Jim's qualities support for their own personal values, just when they needed it most? The answer was both—but more importantly, the question is beside the point, Golembiewski concludes. Everyone who knew and worked with this gentle man ended up far better. Our field—indeed, the practice of our government—is far richer for that.

ASPA member Don Kettl is Stanley I. Sheerr Endowed Term Professor in the Social Sciences, Fels Institute of Government, University of Pennsylvania. E-mail: dkettl@sas.upenn.edu

Read PA TIMES
and PAR Online!

www.aspanet.org

Public Service Profiles

The PA TIMES is pleased to introduce a new series that focuses on the motivation and satisfaction that men and women in public service share. We will profile individuals who exemplify the very best in public service. The series should prove helpful to educators who teach public administration, young persons contemplating careers in public administration and others considering a career change. Most importantly, the series will focus the spotlight of pride on all who toil in the nobility of public service. The individuals profiled below were nominated by their chapter presidents. ASPA members are invited to nominate colleagues for future profiling. The profiles will appear either in the PA TIMES and/or online.—Donald C. Menzel, ASPA President

Alina Tejeda Hudak



What is your job? In 1993, I was the first Hispanic female ever appointed as an Assistant County Manager in Miami-Dade County. Today, I continue in this

challenging position overseeing a number of large departments, including Park and Recreation, Elections, Libraries, Agenda Coordination, Cultural Affairs, and Art in Public Places/Historic Preservation. I am also responsible for a number of smaller County functions such as the Vizcaya Trust, Sports Commission, Bicentennial Park/Museums, and the Greater Miami Convention and Visitor's Bureau.

What do you like best about your job? It is significant to me that the work I do

has an impact on the community and the quality of life of our residents. The decisions I make and the projects I oversee will improve the lives of future generations in Miami-Dade County. This fact motivates me every day to consider every issue with forethought and veracity in order to make the right decisions.

I am a true believer of bringing government closer to the people it serves. I enjoy seeing the children who participate in the Parks programs that I oversee, and the museum patrons whose faces are dazzled by art works not found anywhere else in the world. It is vitally important to ensure the integrity of the system of democracy which the Elections Department serves to protect, and I feel proud to be a part of such essential community-wide services.

What motivated you to pursue a career in public administration? I believe that

public service is a calling. Working within the necessary confines of government is a challenge that not everybody is prepared for. My love for public service came early on while I was still in high school. I was drawn to the social sciences and civics courses above all others, and this interest only grew as I moved on to college.

I attended the University of Miami for my undergraduate and Master's of Public Administration degrees. Working as a graduate assistant for Dr. Jonathon West helped shape my ideas about public service and focus my interests on local government. I was, and remain, fascinated with the process of policy consensus-building within local governance structures.

What advice would you offer to others who might be interested in a public service career? Think globally and critically about the processes you will encounter in the public sector. In any

organization, there exist opportunities for streamlining and efficiencies. Especially in today's environment where critical services are dependent on limited resources, I would urge anyone entering this field to avoid acquiescing for the way things have always been done and look for simpler ways to do it.

Choosing to work in the public sector has been a rewarding experience in many ways. It is nonetheless important to point out that public service does involve sacrifice and commitment. It does not produce wealth in the financial sense, but it can produce a sense of wealth in the satisfaction of doing important work every day. Bring leadership and direction to the unresolved issues of day-to-day activities. Remain true to your professional ideals, even in the toughest political challenges, and you will always do well.



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

New ASPA Members

ASPA welcomes the following new members in the month of May 2005.

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

Gussie Richardson	Arkansas	Steven Irpino	Hampton Roads	David Socolow	Northern New Jersey
Lisa Bernier	At Large Member	Melissa Rivera-Weedin	Hawaii	Jennifer Houghton	Northern Virginia
Serena L. Brown	At Large Member	Linda J. Giddings	Houston Area	Helen Moriarty	Northern Virginia
Christopher Coulter	At Large Member	John Pruett, Jr.	Houston Area	Irvin Vann	Northern Virginia
Mary Elizabeth Cummings	At Large Member	Craig Parker	Indiana	Len Clark	Philadelphia Area
Walter Humko	At Large Member	Dawud Makonnen	Intl. Electronic Membership	Tasha Hughes	Research Triangle
Adekunle F. Onadipe	At Large Member	Thomas B. Smith	Intl. Electronic Membership	Dianne Z. Newman	Rhode Island
Rhonda D. Rhones	At Large Member	Lizeth Fowler	Kentucky	James Noonan	Rhode Island
Karim Salem	At Large Member	Michael Eugene Shaner	Kentucky	David Althausen	Sacramento California
Cheryl S. Waldron	At Large Member	Leslie Lish	Los Angeles Metro Area	Gregory S. Matayoshi	Sacramento California
Karim Salem	At-Large Member	Aysha Akter	Louisiana	Leslie Snoko	Sacramento California
Cynthia Clark	Central Florida	Kia M. Callender	Louisiana	Frank S. Zolin	Sacramento California
Mercedes J. Galecio	Central Florida	Glenn D. Holt	Louisiana	Karl E. Thoennes, III	Siouxland SD
Deborah Holewinski	Central Florida	Nancy Goodwin	Maine	Anthony J. Schembri	South Florida
James Hagen	Chicago Illinois	Buenafe Alinio	Maryland	Miguel Ramirez	South Texas
Sandra Jones-Gonzalez	Chicago Illinois	Christine W. Brown	Maryland	Don E. Jacobson	Southern Nevada
Robert C. Haight	Colorado	Daniel M. Asquino	Massachusetts	Gabrielle Smith	Troy State University Montgomery
Steven Irpino	Colorado	Sue A. Ellingwood	Minnesota	Dana K. Drown	Vermont
Nicholas J. Meier	Colorado	Nicholas Avdellas	National Capital Area	Michael Axsom	Virginia
Mercedes J. Galecio	Connecticut	David Cooper	National Capital Area	Linda Currence	Virginia
Maria Garrido	Delaware	Jennifer Houghton	National Capital Area	Krisstal Santiago Gual	Virginia
Leslie K. Emerick	Evergreen	Maile Rasco-Arthur	National Capital Area	Shauna L. Turner	Virginia
Tanya M. Jones	Evergreen	Stephen Cesare	New Jersey	Kevin Whalen	Virginia
Blake Randol	Evergreen	Thad Calabrese	New York Metropolitan	Tadd Belden	West Michigan
Cymel W. Abdul-Razzaaq	Georgia	Kathleen Cucinell	New York Metropolitan	Bruce Hess	Wisconsin Capital
Michael Johns	Georgia	Gweneva M. Gavin	New York Metropolitan	Steven Milioto	Wisconsin Capital
Dwight Johnson	Georgia	Marvin Pelaez	New York Metropolitan		
Missy A. Peterson	Georgia	Ed Moore	North Florida		
Maral Viveros	Georgia	Travis J. Murphy	North Texas		
Rick Roberts	Greater Cincinnati	Ronald J. Orso	Northern New Jersey		



International News

Forum on Reinventing Government Attracts 8,000 Attendees

Sixth Global Conference Held in Seoul, South Korea

Pan Suk Kim and Angela Eikenberry

The Sixth Global Forum on Reinventing Government was held in Seoul, South Korea from May 24-27, 2005. Organized by the government of the Republic of Korea, with the support of the United Nations, the theme of the Sixth Global Forum was: "Toward Participatory and Transparent Governance." Attending the Forum were over 8,000 individuals: representatives of 140 Member States of the United Nations as well as renowned experts from international organizations, business, academia and civil society organizations. Additionally, 9 heads of state from countries around the world, including President Roh Moo-hyun of South Korea, President Inacio Lula da Silva of Brazil, President Emomali Rahmonov of Tajikistan, and Prime Minister Thaksin Shinawatra of Thailand spoke at the Forum.

Launched by then U.S. Vice President Al Gore in 1999, the Global Forum has provided a meaningful venue for sharing experiences and practical cases for government reinvention worldwide. Subsequent forums supported by the United Nations have been staged annually in Brazil, Italy, Morocco and Mexico and have dealt with various themes that are central to building good governance, such as "Fostering Democracy and Development through e-Government" and "Innovation and Quality in the Government of the 21st Century," etc.

The Sixth Global Forum included five plenary sessions and nine parallel capacity development workshops on different aspects of participatory and transparent governance. Cooperation and partnerships between governments, the private sector and civil society sector were highlighted in the sessions and

workshops. According to Korean Prime Minister Lee Hae-chan, the Chairman of the National Committee for the 6th Global Forum, "Good governance is no longer the concern of governments alone. Increasingly, key players in governance also include business and civil society in countries around the globe. Indeed, the need for participation and transparency in governance is more evident than ever before." The plenary sessions focused on case presentations of innovative governance from various countries and regions, with a focus on the broad areas of: Government Innovation, Democratic Governance and Social Integration, the Market Economy and Corporate Governance, Local Governance and Participatory Democracy, and Civil Society and Participatory Governance.

A Korea Session was also held, which featured analysis and evaluation of Korea's experience with government reinvention. The Roh Moo-hyun administration, which began in 2003, has made government innovation and participatory governance a priority, alongside the elimination of corruption. In order to achieve this vision, seven initiatives are being implemented: autonomy and decentralization, evaluation and internal audit, transparency, participation and openness, innovative culture, efficiency and professionalism, human resource development and innovation of learning centers. The seven strategies encompass not only management reform of the administration, but also core strategies for building new governance, such as improving relations with civil society.

In addition, various side events such as the Ministerial Round Table on Innovation, Governor/Mayors Round Table and the International Innovation Exhibition also took place during the 6th



Speakers welcome attendees to the 6th Global Forum on Reinventing Government during the Opening Ceremony. The conference was recently held in Seoul, South Korea.

Forum. The exhibition featured diverse administrative innovation cases and innovative applications presented by 126 government authorities and public institutions from 25 countries worldwide.

The Seoul Declaration ended the Forum. The Declaration called on governments, businesses and civil society work together to address challenges. The declaration gave an 18-point recommendation in four aspects: government innovation and social integration, market economy and corporate governance, local governance, and civil society. For government innovation, the declaration urged governments to work with various actors of their societies to allow greater access and participation in politics and policy-making processes. As a follow-up measure, the Korean government and the Department of Economic and Social

Affairs of the United Nations announced the launch of a feasibility study for the establishment of a United Nations Governance Center in Seoul.

For more information on the Sixth Global Forum, go to the website: <http://6thglobalforum.org/eng/main.asp>

ASPA member Pan Suk Kim is a professor in the College of Government and Business at Yonsei University, Korea and a Fulbright Visiting Scholar of Government at Georgetown University. E-mail: pans2341@yahoo.co.kr

ASPA member Angela M. Eikenberry, is an assistant professor in the Center for Public Administration and Policy, School of Public and International Affairs at Virginia Tech. E-mail: aeikenberry@mail.unomaha.edu

Members on the Move

Joanne Carman—is joining the UNC-Charlotte MPA faculty beginning July 1. She will be heading up their certificate program in nonprofit management.

Chang-hyun Cho—of Republic of Korea Civil Service Commission (CSC) has been reappointed by President Roh Moo-hyun for another term of office, expiring May 23, 2008. Cho was initially appointed by President Kim Dae-jung.

Richard C. Feiock—professor of public administration and policy and affiliate professor of political science, has recently been awarded a Fulbright Scholarship and will spend three months at Yonsei University in Seoul, South

Korea, studying the privatization of local government services.

Chad Heinrich—is one of 40 emerging state leaders from across the nation selected for the prestigious Toll Fellowship Program sponsored by The Council of State Governments (CSG). He is currently deputy secretary of state.

Nicholas P. Lovrich—has received the 2005 Claudius O. and Mary W. Johnson Distinguished Professorship Award. He is currently a political science professor and director of the division of governmental studies and services at Washington State University.

Karen Mossberger—recently accepted an appointment as a tenured, associate professor in the graduate program in public administration at the University of Illinois at Chicago beginning fall 2005.

Barbara Romzek—has been named interim dean of the College of Liberal Arts and Sciences at the University of Kansas. She is currently a professor of public administration at the university.

Carl Stenberg—recently delivered the third annual Morris W.E. Collins Distinguished Practitioner Lecture at the University of Georgia. The lectureship is sponsored by the Carl Vinson Institute of Government and the School of Public and International Affairs and it honors ASPA Past President Bill Collins.

Susan Toy Stern—Former International Public Management Association for

Human Resources (IPMA-HR) president and current chief deputy director for the County of Los Angeles, has been chosen by *Human Resource Executive* magazine as one of the top 25 most powerful women in human resources.

David Swindell—is stepping down as director of the UNC-Charlotte MPA program and assuming the director duties of their interdisciplinary Ph.D. degree in public policy beginning July 1.

Montgomery Van Wart—has accepted the position as chair of the public administration department at California State University, San Bernardino (CSUSB) starting with the 2005-06 academic year.

If you have a information appropriate for "Members on the Move," contact cjewett@aspanet.org.

Quintillian's Corner

The ASPA Education Road Show

Heidi Salati

"The Great Aim of Education is not knowledge but action"—Herbert Spencer (1820-1903)

In 2005 ASPA created the Professional Development Department in an effort to provide ASPA members and the public administration community with high quality professional education. ASPA recognizes the key to a successful and rewarding career is a bridge of solid professional development.

ASPA educational programs are being developed as a comprehensive collection of educational opportunities to teach practical courses in a live classroom setting or online. We also look to be a catalyst of constructive dialogue with roundtables and other open dialogue opportunities. Topics delivered are what today's professional public administrators require as part of a career path to success.

Courses and programs developed and delivered by ASPA will utilize interactive learning strategies and skill building sessions to teach topics ranging from ethics and accountability to multiculturalism and

best practices. All are designed to impart practical learning, which can be utilized in participants' day-to-day work environment.

Who Should Attend ASPA Courses?

Anyone involved in public service—federal, state or local—is encouraged to take advantage of these educational opportunities. ASPA attendees span a large spectrum, including local, state and federal government employees, as well as academics, students and international participants.

In addition, other individuals with interest or experience in public service will also find ASPA courses to be a valuable tool for key learning and networking opportunities.

Call for Instructors

ASPA recognizes the need for the best instructors available. We are soliciting for subject matter experts in all areas of public administration. This is an opportunity to share your expertise with colleagues from around the world.

If you are interested, please send your request for an Instructor Application to hsalati@aspanet.org or call Heidi Salati, senior director of professional development, at 202-585-4306.

Conference News

Professional development and other exciting features to be introduced in Denver!

We are excited about ASPA's new Professional Development tracks at the National Conference. Tracks may include ethics, leadership, performance and best management practices, etc. These tracks will be designed as interactive, problem solving sessions geared toward the public administration professional.

Other new features include:

- *The Knowledge Roundtable.* Designed as an open discussion for the professional, the purpose of this roundtable is to share experiences and stories and address the unique problems and issues that face the public administrator in a creative solutions oriented environment. This is a must attend for any public administrator who is looking for those creative solutions through constructive dialogue and interested in building a strong network of sustainable contacts.
- *Case Study/Lessons Learned.* Speakers will use analysis and assessment to discuss in detail a particular case that

has had an influential effect, good or bad, on a community and its people.

- *SuperSessions.* Outside of the professional development and concurrent sessions we have added SuperSessions. These sessions are an additional benefit to the conference, which will provide a focused presentation on critical issues in public administration such as civic engagement, global digital government, etc.
- *PA Woman's Forum.* This new forum is designed to create an environment that gives women in public service a venue and a voice for open discussion, networking, professional development and creative solution strategies. Whether you are an academic or a practitioner this exciting new forum will prove to be an annual must attend for those dedicated to raising the bar for women in public service.

If you would like to provide input regarding other professional development needs in the public administration field, contact the national office at 202-585-4306.

Heidi Salati is ASPA's senior director of professional development. E-mail: hsalati@aspanet.org

What Is a Balanced Scorecard?

In 1992, Harvard professors David Norton and Robert Kaplan developed a new way of measuring corporate performance effectiveness, by expanding beyond traditional financial measures to include measures of learning and growth, customers, and internal business processes. They have since expanded their model to link them to business strategies. One recent industry survey reported that over 50% of the nation's top firms were using the Balanced scorecard concept somewhere in their organization. This success in the private sector has sparked interest among public sector managers.

Essentially, the Scorecard is a strategic management approach that helps an organization define "success" from the perspectives of its stakeholders, customers, and employees. It is premised on the axiom that "what gets measured and rewarded gets done." As such, successful efforts "change the conversation" in organizations by linking organizational strategy and performance measures with team and individual employee performance.

Developing a Scorecard requires addressing three challenges: creating a process to design, manage, report, and analyze the metrics; addressing the cultural and behavioral changes that are inherent in this approach; and ensuring the technical aspects of data collection, honesty, and quality.

BaSIG Offer Lessons Learned Using Balanced Scorecard

From **BALANCEC SCORECARD**, pg. 15

measures. When managers and staff see the value of the information, the content of their conversations change. For example, in the Program Support Center at the Department of Health and Human Services, its top leaders found a Scorecard helped set priorities for attention. Similarly, in the Public Buildings Service, every employee in every building got at least some training on how to use their building's key performance metrics to improve performance in their own jobs.

Implement. Developing and reporting Scorecard measures doesn't matter if they are not tied to the established administrative systems employees use regularly, such as the planning, budget development and implementation cycles. The Defense Finance and Accounting Service and the Defense Logistics Agency both use their Scorecard measures as part of their regular strategy and budget development and execution systems. The Department of Energy's procurement office found that its Scorecard helped it shift away from "program assessments" to "program management."

The credibility of the process and honesty in reporting are important factors, as well. The Public Buildings Service has teams of employees that meet regularly to discuss the ongoing data collection and reporting activities to ensure the process is not being "gamed." The Postal Service has a separate, third party collection and reporting system to ensure their stakeholders that their performance information is honest. And the Coast Guard has a measurement framework that

lays out a "value chain" or "logic model" of the flow of information and how one set of measures influences the performance of another.

Sustain. The greatest challenge in most Scorecard efforts is to sustain them over time, especially if the champion of the initiative leaves. One way to assure continuity and support data credibility is to create information transparency that is as real-time as possible. This also makes Scorecard information useful to both senior and frontline managers. Instead of collecting and reporting performance data annually, for example, the Bureau of Land Management, the Natural Resources and Conservation Service and the Public Building Service all collect near real-time performance information that is made available on intranets to employees so they can compare performance and learn from their peers how to improve their own operations.

A key motivation for using Scorecard information is to align it with incentives. For example, the Public Buildings Service links its Scorecard to pre-negotiated performance targets in each region. Achieving the targets result in performance bonuses for the region. The regions, in turn, can use their bonuses for regional priorities and/or individual bonuses. The new government wide Senior Executive Service performance management system is organized around the elements of a Balanced Scorecard. This is expected to increase the number of Scorecards in use across the federal government.

Other Insights. In addition to the "Top Ten," the Group's participants offered additional suggestions for success. First,

they recommended partnering with another organization that has been through the development process. There are many lessons to be learned informally! Second, they felt that a Scorecard approach can be seen as a learning tool, not just a measurement system. They felt that it creates a framework, a discipline and a common language within an organization and that, as this evolves, the organization's culture begins to change to be more performance oriented, more fact-based and more customer-centric. And finally, the experience of longer-term users of a Scorecard, such as the IRS, have found that as their cultures change, they can place less emphasis on the Scorecard as a measurement approach and view it more as a different way of communicating with each other.

Additional information about BaSIG and the case studied cited in this article is available on ASPA's website at : <http://aspaonline.org/balancedscorecard> and from Marty Ditmeyer, program associate, at 202 204-3608, or MDitmeyer@napawash.org.

ASPA member John Kamensky is a senior fellow with the IBM Center for The Business of Government and associate partner with IBM's Business Consulting Services.
E-mail: john.kamensky@us.ibm.com

ASPA member Gerald (Jake) Barkdoll is a TREE (Theoretically Retired Ex Executive) who previously served as the director of USC's Washington Center and as associate commissioner of the Food and Drug Administration.
E-mail: jakebarkdoll@msn.com

CAREER CENTER

Five Things My Students Taught Me About Ethical Administration

Susan Paddock

I teach an online noncredit class in ethics in public administration. Because it is an online class, students engage in a great deal of electronic "conversation;" this allows me to track their thinking, their decision making, and their learning processes. What I've learned from this is important, I believe, both for those who teach ethics in a formal manner and those who "teach" it everyday in their work as public managers.

My students have taught me much about ethics, but the most important are:

- *Theory counts, and it doesn't.* Every class begins with students reading about, and discussing, a variety of theoretical frameworks in ethical decision-making and ethical action. Those frameworks generally devolve into a key question (e.g., "What is the greatest good for the greatest number?") or a list of questions that are essential to their thinking about an ethical problem. Students adopt one or more of these questions as their ethical guidepost; the name or nomenclature attached to that question or list of questions is less important than the questions themselves. A student might not know, for example, that he or she is using a theory of consequentialism, even though the "guidepost" questions derive from that theory.
- *Being an ethical administrator is an ongoing learning process.* Students often begin a class believing they are ethical administrators (and by most measures, they are). The class discussions and their answers to questions posed by me, or more often by other students, lead them to identify weaknesses in their own ethical decision making and to set the bar higher for future decisions. I confess that, as the teacher, I also examine, and re-examine, my ethical decision-making each time I teach the class.
- *The best teachers of ethics in administration are other administrators.* Students often ask questions of other students, or challenge their beliefs and actions, in ways that would be uncomfortable for me as a teacher. A student might, for example, tell another student that she "ought" to do something, a statement I generally would refrain from making. Whether or not the challenger is accurate in her assessment, her statement often causes the other student to examine behaviors and beliefs. While I can lay out the theoretical frameworks and provide the reference materials for the class, these difficult discussions in class are the real nexus of the learning experience.
- *"Situational ethics" does not mean, necessarily, ungrounded ethics.* Rather, ethics discussions are richest when

grounded in the administrators' situations. A harassment incident in a small community, for example, may result in harsher penalties than it would in a large community. This does not suggest that one situation constitutes a greater ethical misstep but rather that community knowledge of the situation, and its impact on the community, requires a stronger response. Students' discussion of these differences enriches their understanding of the impact of environment on ethical decision-making.

- *Students can be the best ethical resources.* Students in my classes search the web for ethics sites, research ethics codes and suggest articles or other resources that they discover in the course of their personal and professional lives. The rich variety of resources they bring to the class experience reflects their diversity.

Teaching online means, above all, facilitating the learning of others. Because of this, I have learned more from my students about ethics "on the ground" than in almost any other setting. They are the real teachers of ethics.

*ASPA member Susan Paddock is director of the Wisconsin Certified Public Manager Program at the University of Wisconsin-Madison.
E-mail: spaddock@dcs.wisc.edu*

ASPA-RATIONS TOP 10 WEBSITES

ASPA-rations is ASPA's monthly e-newsletter for students. Following is its top 10 websites for May:

1. Federal Human Capital Survey 2004
2. Google Scholar
3. Monster: Public Service
4. HotJobs.com Government Community
5. Public Sector Financial Management Fellows Program
6. State and Local Government on the Net
7. USAJOBS
8. America's Job Bank
9. Vault
10. Partnership for Public Service

If you would like to receive ASPA-rations each month, email jlarkin@aspanet.org requesting to be added to the subscriber list.

FYI...

New Survey of the "Class of 9/11" Finds Patriotism Is Not Enough to Inspire New College Graduates to Public Service

The first survey of the "Class of 9/11"—the first college class to have gone through four years of college affected by the events of that day—reveals that it will take more than an appeal to patriotism to inspire their generation to government service. The survey, commissioned by the Partnership for Public Service and administered to 805 graduating college seniors from May 2-5, 2005, finds that 83 percent of the members of the Class of 2005 describe themselves as patriotic and nearly half—43 percent—of them say that the events of September 11, 2001, made them more so. However, while 84 percent of those made more patriotic were instilled with a greater love of country and 50 percent were inspired to display the flag, only 20 percent of students said Sept. 11 made them more interested in government service. URL: http://www.ourpublicservice.org/research/research_show.htm?doc_id=277386

OPM Offers Incentives

The Office of Personnel Management (OPM) recently unveiled new interim regulations to pay federal workers more to recruit them, retain or relocate them. Although OPM didn't call these new interim rules "bonuses," federal workers could be paid up to 100 percent of one year's salary for recruitment and relocation and 50 percent for retention under the Workforce Flexibility Act of 2004. But there are some drawbacks to the new regulations, OPM officials acknowledged. Congress did not appropriate additional money to pay for the incentives, so agencies will have to find the money within their existing budgets, they said. And workers who fail to stay at an agency for a specific designated period of time will have to repay the funds. The retention and recruitment payments will not be available for employees to move from one federal agency to another. (information courtesy of *Federal Computer Week* and *The Partnership's Daily Pipeline*)

Bigger Recruitment Bonuses In Effect

Federal agencies struggling to recruit and retain employees for hard-to-fill jobs can

pay larger bonuses under regulations that took effect May 13. The regulations, issued by the Office of Personnel Management, enact portions of a bill signed into law in October. The recruitment and relocation bonuses are intended for employees taking positions that would be hard to fill otherwise. The retention incentives are for employees or groups of employees with unusually high or unique qualifications who would leave federal service otherwise. (information courtesy of *Federal Times* and *The Partnership's Daily Pipeline*) URL: <http://federaltimes.com/index2.php?S=848975>

OPM Reports on Minority Recruitment

OPM recently issued its report on the Federal Equal Opportunity Recruitment Program (FEORP) in FY 2004. The FEORP is a recruitment program designed to eliminate under-representation of minorities and women in federal service. The FY 2004 FEORP report made three major findings:

- The representation of minorities in the federal government increased from 30.9 percent in 2003 to 31.5 percent in 2004.

- Overall, minority groups are better represented in the federal workforce than in the civilian labor force, with the exceptions of Hispanics and women.

- The representation of women in minorities in GS 13-15 increased from 2003 to 2004. (information courtesy of *Federal Daily* and *The Partnership's Daily Pipeline*)

USAID Plans to Hire More Than 600 Officers

The U.S. Agency for International Development (USAID) plans to hire more than 600 officers, mostly for mid-career and junior positions, over the next three years. The Office of Management and Budget has provided funding to USAID for the Development Readiness Initiative (DRI), a program which will allow the agency to hire approximately 50 employees above attrition replacement this year. A 5-year Agency Human Capital Strategic Plan was recently developed to coordinate USAID's hiring activities. The Plan outlines the need for officers in programming, health, and contracting, as well as general development officers who are skilled in more than one area and very much needed overseas. (information courtesy of *Call to Serve E-News*) URL: <http://www.usaid.gov/careers>

CAREER CENTER

Scholarship, Internship and Grant Information

Food for Education Grant Program

The McGovern-Dole International Food for Education and Child Nutrition Program helps promote education, child development and food security for some of the world's poorest children. It provides for donations of U.S. agricultural products, as well as financial and technical assistance, for school feeding and maternal and child nutrition projects in low-income countries.

The McGovern-Dole program replaced the pilot Global Food for Education Initiative, under which nearly 7 million children were fed from 2001-2003.

Applications to participate in this program for FY06 are due by August 31, 2005. For details on how to prepare and submit your proposal, please visit the following web page: <http://www.fas.usda.gov/excredits/FoodAid/FFE/FFE.html>

For more information on the Foreign Agricultural Service and its Food Aid Programs, please visit <http://www.fas.usda.gov/food-aid.html>

Pay It Forward...

Career Advice from an ASPA Member

Warren Barclay

There is an old saying in real estate that there are only three things that are important, "Location, Location and Location." Well in looking for jobs opportunities in State and local governments, it could similarly be stated that it's "the Web, the Web, and the Web." Most States and major cities have woken up to the web as their portal to the job applicant. They are not all sophisticated, but slowly and surely they are getting there.

A Few Tips

Most States and many counties and municipalities either require you to be a resident or prefer it, so go after governments where you now reside or plan to live, and plan accordingly.

Some organizations have compiled listings of pertinent web sites for your search of agencies. For instance, go to key web sites to look up State Personnel agencies, such as the National Association of State Personnel Executives (NASPE) at www.naspe.net/index.cfm?PageID=21 and the International Public Management Association for Human Resources (IPMA-HR) at <http://ipma-hr.org/index.cf?navid=81&id=235&tcodes=nws2>.

Be aware that in this evolutionary period of web development, web sites seem to keep changing. So even the best collection of

web sites you may bump up against what I call "a rotten site," a bad apple that either has changed and brings you to the new web site or just gives you an error message because it does not link you to the new web site and stops you in your tracks. In these cases, you might want to try going to the main web page for that state and start fresh from there. This can be frustrating. Have patience, count to ten, and strive not to hit the computer too hard.

If you find a good web site, this usually will mean that you will be able to find out how to apply for jobs in those jurisdictions. This can range from completing an on-line application and having it electronically submitted, to the more old fashion method of either printing an application from the web site and mailing it back to the jurisdiction or actually physically going to an office to pick up an application. Remember, everyone has not entered the 21st century.

Once You Get an Interview

I am now going to jump ahead and optimistically say you have applied for a job, possibly taken an exam or some other review process, and have qualified for a position and have been called in for the big interview.

Based on a study that was reported in the IPMA-HR Bulletin of May 27, 2005 and conducted by the National Association of

Colleges and Employers (NACE), besides using the organization's web site to find out how to apply for a job, the applicant should take the time to study the organization before the interview. This will make you stand out from other applicants. In other words, do your homework to get to know the organization. This will make you better prepared for the interview. It will enable you to better respond to the interviewer's questions, and maybe more importantly, you will be able to ask the interviewer more relevant and creative questions. This should help impress those who are interviewing you, and take you a huge step closer to the promised land of "employment"!

Now, get thee to thy computer and tap and click away!

*ASPA member Warren Barclay has been employed at the New Jersey Department of Personnel for over 28 years and currently serves as the chief of research projects striving to find ways of improving the way his agency does its mission and also assisting other organizations in their pursuit for best practices. He has been an active member of ASPA since 1979 at the local, regional and national levels and has served as chapter president, PA TIMES Editorial Board chair, National Steering Group chair and National Council member.
E-mail: warren.barclay@dop.state.nj.us*

Jump Start Your Career...

Advice from College and University Career Counselors

Note: Lisa Sperling is the MPA program coordinator in the Department of Public Administration and Policy at The University of Georgia.

Here are some tips for making the most of your career search, whether you are new to the game or trying to make a career transition.

- *Don't delay, every moment counts.* At the beginning of each semester, make sure that your resume is up-to-date. Create a timeline for your job search while being mindful not to plan too much for when you may have midterms and finals. There is an old saying: fail to plan, plan to fail.
- *Know your deadlines.* Include in your timeline a listing of all deadlines. Identify your target employers and how they hire. For example, many of the deadlines for federal positions are earlier than you might think. If you want a job with the feds, you need to start applying in the fall for positions that start in May. For example, the 2004 application for the Presidential Management Fellowship was due October 15. Those interested in a career with local or state governments will often find the application timeline shorter (start applying in January for May jobs) but yet Post Graduate Fellowships,

which are becoming more and more common at the local level, often have deadlines in late fall or very early January.

- *It is perfectly acceptable to choose two or three potential career paths.* I find many students come to me embarrassed by the fact that they have different career paths that interest them. These students get mired down with indecision and so do nothing. Having multiple interests is a normal part of being human. If you are lucky enough to have some internal divining rod indicating your career path, count your blessings. If you have two or three potential paths, join the club!
- *Think outside the box.* One of the bonuses of working in the public sector is the huge variety of jobs available. Cities, states and the federal government need health-care administrators, accountants, policy analysts, economic advisors and so on. The bigger the population served, the more varied types of administration are needed (and therefore the more jobs are offered). Spend some time surfing on USAJOBS (www.usajobs.gov), the federal government's employment website. Your nonacademic work may just add to the list of your qualifications.
- *Sign up for job listservs.* Listservs are a free and painless way to learn of job

openings. Many federal agencies have them, as do many states and field-related associations. If you are just starting out, it is often helpful to print out four or five job announcements that interest you and hang them on your wall as motivation. Look closely at the required qualifications and try to choose your academic courses and internships accordingly. At least one friend during my grad school days did just this and now she has been working at her dream job for over a year.

- *Involve your family and friends.* Those close to you can often be your best resource. Tell everyone you meet your career goals. People love to offer advice and they certainly can't help you if they don't know what you want! Often they have been in the workforce for years allowing you to pick their brain about what it is like to work at A, B, or C organization or to perform A, B, or C type of work, not to mention access to all the versions of their resume that they have written. They can also often point out things about you that should be added to your resume. Often times students will come into my office and tell me that they have no experience and so are not going to apply for such and such job. Upon answering a few pointed

questions from me, they realize that they have a wealth of experience and now feel above the job in question.

The Department of Public Administration and Policy at The University of Georgia makes it clear to MPA students right from the start that the MPA is a terminal professional degree and that we expect them to make the most of their time with us. During the fall semester orientation, students are informed that a resume needs to be submitted by the Fall Seminar (about eight weeks into the program).

I encourage students to meet with me regarding career counseling, read my weekly emails regarding internship and job announcements and make use of our career resource library. Additionally, our program offers career-related workshops throughout the school year. Lastly, students are reminded that completing an internship is a key requirement of the program.

Finally, the only way you can really mess this whole thing up is to not do anything. If you do nothing, you cheat yourself out of a rewarding career and you cheat the world out of the contributions to society that you could have made.

You may contact Lisa Sperling at the Department of Public Administration and Policy at sperling@uga.edu. Please also visit the department's website at www.uga.edu/padp.

Workplaces that Work for Women Will Work for Everyone

From SOULIERE, pg. 15

retire in large numbers, business competition is high within Canada and beyond its borders. New occupations requiring new skills keep emerging. Traditional labor pools will not meet current and projected skills shortages.

I want you to know that I gathered material for this part of my discussion from a study called "Workplaces that Work for Women: Creating a Workplace Culture that Attracts, Retains and Promotes Women" by Denise McLean, at the Centre for Excellence for Women's Advancement, The Conference Board of Canada and that this study is available online.

Although women make up 46 percent of Canada's labour force they are still under-represented in many occupations and sectors facing current or future shortages. Women are still choosing—or are channeled into—what we think of as traditional "women's work." In 2001, in Canada, 70 percent of all women in the work force were found in teaching, nursing and related health occupations, clerical or other administrative positions or sales and service occupations. Only seven percent of the workforce in transportation, trades and construction work is female and only about one in five professionals in natural sciences, mathematics and engineering.

So, it makes sense to recruit and retain women in these occupations—and here I know I am preaching to the converted! People choose careers based on a number of factors, including early socialization, skills and aptitudes, how the media portrays certain work and industries; role models and personal experience in the workplace. We still don't tend to encourage our daughters (or nieces or granddaughters) into mathematics, science or technology professions. And, it appears that we don't encourage either our daughters or our sons to take up skilled trades.

The study to which I referred suggests "Supply and demand strategies must be implemented in tandem to increase the number of female workers available to employers and to encourage women to remain in these industries." Basically, we need to find out where the jobs are, encourage women to fill them, train them to do so and promote social acceptance of that choice.

Even if we are successful in creating a supply of women with the required skills, we need to create workplaces that work for women—workplaces that begin to address and overcome the barriers we identified right at the beginning of this talk. Workplace culture is both obvious and implied. It includes beliefs, attitudes, norms and customs ("how things are done around here").

A workplace culture that is inclusive of women is characterized by:

- Support of positive relations between men and women;
- Freedom from stereotyping about men's and women's roles and occupations;
- Work schedules, job titles and the physical environment that are inclusive of both men and women;

- A critical mass of 30 percent or more women workers;
- Opportunities for advancement, including attaining positions of leadership and influence in policy and operational, as opposed to staff or support service roles and
- Emphasis on reducing unnecessary stress such as harassment and work-family conflict.

I would contend that workplaces that work for women also work for men. Everyone will benefit from workplaces that are inclusive and that practice good people management and physical safety. I want to tell you a little bit more about a study we did in Saskatchewan—a Midwestern Canadian province with a population of under one million—that leads me to believe that what women want in an employer is what everyone wants in an employer.

Saskatchewan's executive government, like every other public service and perhaps all industry sectors, are facing shrinking labor markets that will be characterized by competition for talent amongst and between the various players in the private and public sectors. To tackle this problem and position ourselves to compete effectively for talent, the Public Service Commission—executive government's human resources agency—decided to have a look at the attributes of a preferred employer as the first step to becoming a preferred employer. We needed to determine what people are looking for in an employer and whether or not we do, or could, exhibit those qualities.

In a little over eight weeks, with about \$30,000, we undertook to review any and all of the literature we could find on the topic. In the end, we were able to find 32 Canadian studies that had looked at what employees and potential employees wanted from their workplace. Sixteen of these studies included public sector data, and eight of these studies actually ranked the preferred attributes. These look at the pool of potential employees in two pretty broad segments—those with higher educations destined for management and professional positions and everybody else. You can imagine that we will need to do further research on better defined segments, like youth, aboriginal peoples, visible minority groups, etc.

By happy coincidence, the Saskatchewan Public Service had already decided to conduct an employee satisfaction survey that explored, among other things, those attributes or values that had attracted or kept our own employees in the Saskatchewan public service, so we would have another set of data, from primary research.

This turned out to be even more important than we knew—senior executives across government had no difficulty accepting that other populations might want a particular attribute in an employer, but they were concerned that "Saskatchewan people are different." The data from the employee survey turned out to be significantly congruent with our findings from other jurisdictions and we were able to confidently conclude that the attributes of a preferred employer were just as valid in our setting as they were nationally.

So, what attributes do have an impact on recruitment and retention—"come and stay"—decisions? I'm presenting them here in ranked order from our findings. While I'm absolutely convinced this is the right basket of attributes, I'm less concerned about the order and I believe that might vary considerably for individuals. The attributes are:

1. *Work Fit*—Appropriate challenge, ability to apply field of knowledge/skills.
2. *Compensation*—Total monetary rewards including salaries and benefits.
3. *Promotion/Advancement Opportunities*—Ability to move to a higher position with commensurate higher compensation and broader responsibilities.
4. *Work-Life Balance*—Total time away from work and flexibility of work times.
5. *Supportive Work Environment*—Day to day informal recognition and respect of the employee and their work by managers and peers.
6. *Job Security*—Permanency of position relative to current status, (e.g. part-time to full-time).
7. *Manager Quality*—The technical and managerial competency of the direct supervisor.

8. *Training and Development Opportunities*—Opportunities for personal growth in capability.

These preferred attributes sound very much to me like the workplace culture women are looking for—respect, support, work/life balance and opportunities for advancement. I feel comfortable in concluding that workplaces that work for women will work for everyone.

Obviously, the next steps, which we have already begun, include:

- Deciding which of these attributes the Saskatchewan public service wants to develop and exhibit.
- Determining our current state in the selected attributes.
- Identifying and implementing initiatives that will help to enhance or develop the selected attributes.

We have still got a way to go to ensure we create workplaces that work for everyone—a work environment that encourages people to come and to stay. But, at least we know now what it is we are trying to create—and we are working on a blueprint to achieve this. It won't be easy and won't be quick, but I believe, just like the farmer in the *Field of Dreams*, "if you build it, they will come."

PA TIMES

2005 EDITORIAL CALENDAR

NEW! Save this page for reference!

The PA TIMES requests that articles be between 800-1200 words and written in reporter's format (most important information first, etc.) for ease of cutting or adding text if necessary. Deadlines for each of the 12 issues are listed below. **Recruitment advertising questions may be directed to recruiter@aspanet.org. Press releases, announcements, article inquiries and display advertising questions may be directed to:**

Christine Jewett McCrehin • Communications Director
Phone: 202-585-4313 • Fax: 202-638-4952 • cjewett@aspanet.org

JANUARY

Is Government Still Seen as Part of the Problem?
 Advertising/Article Deadline: December 20, 2004

FEBRUARY

The Impact of Culture Wars on Public Civility
International Supplement: A Guide Through the Issues
 Advertising/Article Deadline: January 17, 2005

MARCH

State and Local Roles in Homeland Security
 Advertising/Article Deadline: February 16, 2005

APRIL

Case Studies in Emergency Management
Conference Issue
 Advertising/Article Deadline: March 15, 2005

MAY

Workplace Harassment and Hostile Work Environments
 Advertising/Article Deadline: April 15, 2005

JUNE

Diversity Recruitment and Retention in Government
 Advertising/Article Deadline: May 16, 2005

JULY

Ethical Administration
 Advertising/Article Deadline: June 14, 2005

AUGUST

Freedom of Speech in Public Places
 Advertising/Article Deadline: July 15, 2005

SEPTEMBER

Beyond Management: Nonprofit Organizations and Philanthropy in Government
 Advertising/Article Deadline: August 16, 2005

OCTOBER

The State of Outsourced Public Services
Education Supplement: Continuing Ed. In a Digital World
 Advertising Deadline: August 30, 2005 Article Deadline: September 13, 2005

NOVEMBER

Energy Policy: Consumer Demands and National Interests
 Advertising/Article Deadline: October 17, 2005

DECEMBER

What Has the Iraq War Taught Public Administration
 Advertising/Article Deadline: November 18, 2005

The Recruiter

WHERE EMPLOYERS AND JOB SEEKERS MEET.

UNIVERSITY POSITIONS

Assistant or Associate Professor Public Administration Program and Department of Political Science University of Hawaii

Assistant or Associate Professor, Public Administration Program and Department of Political Science's Hawai'i Research Center for Futures Studies, position number 84818, College of Social Sciences, University of Hawai'i at Manoa, 9-month appointment, permanent, full-time, tenure track, general funds, to begin 01/01/2006 or 08/01/2006. Position is tenurable in Public Administration but shared with the Center. Public Administration is an innovative graduate-level program offering an MPA and graduate certificate. For more information visit www.puba.hawaii.edu and www.futures.hawaii.edu.

Duties: Commensurate with experience and interests, teach Public Administration and Alternative Futures core courses, elective courses, capstone, and provide assistance with individual practicum. Undertake scholarly and applied work, develop training programs and workshops in Hawai'i and the Asia-Pacific region that integrate public administration and futures perspectives.

Minimum Qualifications: Assistant: Ph.D. in Public Administration, Futures Studies, Political Science, or related field. Teaching experience with graduate students and practitioners. Associate: in addition to the requirements for Assistant, four years of teaching experience at the Assistant Professor level.

Desirable Qualifications: Commitment to cross disciplinary education; innovative pedagogy; multi-cultural experience, including teaching and applied work; record of scholarly and applied work relevant to the educational, research and service mission of the programs. Some familiarity with the special characteristics of Hawai'i and/or Asia/Pacific public institutions is preferred. Candidates should have interest and capabilities in one or more of the following areas: networked organizations, technology and e-government, futures analysis and methods, organizational learning and change, public service ethics. The College is committed to excellent teaching, research and application; we welcome candidates who work multi-disciplinarily and collaboratively.

Salary: Commensurate with experience. To Apply: Send a statement summarizing in some detail the interests and skills you would bring to this position. Include the Curriculum Vita and the names and addresses of three persons willing to write recommendations to: Chair, Search Committee, Public Administration Program, 2424 Maile Way, Saunders 631, Honolulu, Hawai'i, 96822. Closing date: Review of applications will begin on 9/1/05 and will continue until the position is filled. Applications received by that date will be given priority. Inquiries to: pubadmin@hawaii.edu. For full add see <http://workatuh.hawaii.edu>. EEO/AA Employer.

Associate or Full Professor, American Politics University of Miami

The University of Miami is seeking outstanding candidates for a senior position at the associate or full professor level in the area of American Politics. While research fields and methodologies are open the department is looking for individuals committed to building an intellectual community and looks favorably on applicants who have research interests and methods that cut across sub-fields, including but not limited to parties and politics, voting behavior, institutional and historical analysis, public policy and public administration. We are especially interested in individuals who are willing to help build teaching and research programs that are attentive to the major problems and issues of the contemporary world. The teaching load is two courses per semester. The department and school offer generous research resources. Applicants should be able to do research and teach selected offerings from among the major politics, policy and administration sub-fields. Applications received by October 15, 2005, will be given first consideration although we will continue to accept applications after that date. Interested individuals should send a C.V. and copies of selective publications to: Mr. Jesus R. Sanchez Reyes, Department of Political Science, P.O. Box 248047, University of Miami, Coral Gables, FL 33124-6534. Queries about the position should be directed to the Department Chair, Fred Frohock, at (305) 284-2401 (Political Science Department) or (305) 284-8362 (Chair's office). The University of Miami is an equal employment opportunity/affirmative action employer.

GOVERNMENT POSITIONS

Senior Wholesale Water Analyst Seattle, WA

Salary: \$24.43 - \$36.65/hr (DOE) (Strategic Advsr1-CSPI&P)

Department: Public Utilities

Location: Seattle Municipal Tower

Shift: Day Shift

Full/Part Time: Full Time

Status: Regular

Openings: 1 Opening

Filling Dates: 06/26/05 - 07/10/05

Position Duties

Serve as the key advisor to the Wholesale Contracts Manager in the implementation and maintenance of a variety of types of contracts with 21 wholesale water customers comprised of suburban cities and water districts in King and Snohomish Counties. Provide analysis and recommendations on the implications of contract language. Make recommendations in the development of terms and conditions used in negotiating new contracts and management agreements. Develop and recommend strategies for customer relationship guidelines and communication protocols. Assure that all affected parties are kept apprised of contract provisions and notified about new contracts. Assist the Wholesale Contracts Manager in the development, implementation, and management of processes related to wholesale customer issues that: 1) ensure responsive and documented communication; 2) delegate work within SPU; and 3) track/document progress. When problems arise, facilitate discussions to assure timely and constructive resolution. Assist with responding to customer issues/complaints and coordinate with SPU staff to assure that customer requests and complaints are responded to in a timely and appropriate manner, documented, tracked, and archived per established procedures. Edit and publish the wholesale customer newsletter. Provide technical support for the Operating Board and assure that they have all required information. Mobilize resources to respond to Operating Board needs and follow-up to assure needs are met. Prepare for Board meetings, identify meeting topics, draft agendas, create and edit issue papers, work with presenters to ensure content is appropriate for Board discussions, oversee meeting logistics, etc. Work with the Operating Board and Contracts Manager to create an agreed upon workplan that addresses customer needs while representing SPU's interests. Prepare and distribute Operating Board meeting minutes. Provide the Wholesale Contracts Manager with advice and interpretation of Operating Board authority regarding recommendations and decisions. Work with the Operating Board to develop and revise by-laws and procedures as needed. Support the technical forums to assure they have information they need and are organized for successful work. Act as Staff Lead to the Planning and Engineering Technical Forum. Identify needs for wholesale customer information/education, recommend and implement responsive actions (such as workshops) as appropriate. Build positive working relationships with other groups in the utility and assist the Wholesale Contracts Manager with any issues that evolve from the organizational placement of this reorganized body of work. Fill in for the Wholesale Contracts Manager as needed. (SPU #61-05).

Required Qualifications

Bachelor's degree in public administration, engineering, planning, business administration, or equivalent experience related to drinking water treatment and supply, and three years experience implementing and maintaining contracts. Washington State driver's license.

Desired Qualifications

Experience developing and analyzing policy, working with public officials, and managing politically sensitive customer relationships. Ability to communicate clearly and articulately, both written and oral. Ability to establish and maintain productive working relationships. Ability to provide timely and responsive customer service. Good problem solving, facilitation, and analytical skills. Experience in a program management position. Experience with a utility, especially a public water, solid waste, or drainage and wastewater utility. Advanced degree in public administration, engineering, planning, business administration, or field related to drinking water treatment, supply or management.

How to Apply: Please visit <http://www.seattle.gov/jobs> to complete an on-line application for this position, and to submit a resume and cover letter.

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CONFERENCE CALENDAR

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

September 2005

5-7 Annual Conference of the UK Public Administration Committee

Theme: "Public Policy, Administration & Management 2005"
Location: University of Nottingham, Nottingham, UK
Contact: Colin Talbot at
Colin.Talbot@nottingham.ac.uk

20-23 IIAS 3rd Specialised International Conference

Theme: "Public Administration and Private Enterprise: co-operation, competition and regulation"
City: Berlin, Germany
Contact: Catherine Coninckx at
coninckx@iiasiisa.be

21-23 VII Congreso de la AECPA (Asociación Española de Ciencia Política Y de la Administración)

City: Madrid, Spain

30-Oct. 1 2005 ASPA District 4/Texas State Conference

City: Austin, TX
Contact: Ken Matwiczak at
kmat@mail.utexas.edu

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

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