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PAR Ranked #1, Second Year in a Row

Richardson, TX—For the second consecutive year, the *Journal Citation Reports* (JCR) ranked *Public Administration Review* (PAR), journal of the American Society for Public Administration (ASPA), the most frequently cited journal in public administration. JCR, published by the independent database publishing company the Institute for Scientific Information (ISI), is widely recognized as an authoritative source for determining the quality of academic journals. ISI's stated mission is to "provide comprehen-

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National Experts on Corporate Ethics Meet

Washington, DC—A closed-door two-day meeting of the Ethics Resource Center (ERC) Fellows Program took place in July in Washington, DC, resulting in a consensus by the Fellows as to the source of the issues facing corporate America today. The Fellows Program, in its fifth year, brings together business ethics experts from the corporate, non-profit, government and academic sectors twice yearly to discuss and respond to current and cutting-edge ethics issues.

The nation's leading thinkers in corporate ethics agree that in the wake of recent

corporate debacles, fixing the rules and doubling the penalties is not fixing the problem. "If we are to prevent these incidents from happening again, the real issue we should be examining is personal and organizational integrity," says Stephen Potts, chairman of the ERC Fellows Program and former director, U.S. Office of Government Ethics. "Upholding the rules in an organization requires a strong ethical compass from both leaders and employees."

Norman Augustine, former chairman and CEO of Lockheed Martin Corporation and

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Remembrance and Reflection ASPA and Its Members Join Nation in Honoring the Heroes and Victims of September 11, 2001



DoD photo by Helene C. Stikkel. (Released)

The audience on the Pentagon River Parade Field wave their flags as the choir sings "God Bless America" during a memorial service at the Pentagon, in honor of those who perished in the terrorist attack on the building. Please see pages 15-16 for ASPA's remembrances.

E-government Service Delivery Enhanced

Washington, DC—Thirty-three percent of local governments report changes in their information security practices following the September 2001 terrorist attacks, according to the results of a comprehensive survey of cities and counties conducted by the International City/County Management Association (ICMA). More than 4,100 cities and counties responded (52.6 percent) to the survey, which covered e-government services, financing and management; online procurement; geographic information systems (GIS); and use of intranets.

Highlights of the survey include:

- 11 percent of local governments have removed information from their web sites for security reasons
- 63 percent of local governments use geographic information systems
- 65 percent of local governments outsource hosting of their web site
- 71 percent report online communication with elected and appointed officials
- 31 percent of responding jurisdictions offer online requests for services such as pothole repair
- 27 percent of local governments use an intranet to provide online training
- Although only five percent offer online payment of utility bills, 51 percent plan to offer the service

Aggregate results of the survey are available on ICMA's web site at <http://icma.org/go.cfm>.

Experts Agree That Fixing Rules Not The Same as Fixing Problem

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founding chairman of the ERC Fellows Program, opened the meeting with a keynote address. Leading a panel discussion entitled, "Enron and Arthur Andersen: Lessons Learned" was Charles Bowsher, former comptroller general of the United States and member of the Volcker Commission that conducted an internal investigation of Arthur Andersen's recent involvement in the Enron crisis. Bowsher was joined on the panel by two influential retired executives: Reid Thompson, former CEO of PEPCO, and Arnold McKinnon, former CEO of Norfolk Southern Corporation. Other speakers included James E. Copeland, Jr., CEO of Deloitte & Touche, who addressed the Fellows about his proposal for the creation of a National Financial Review Board (NFRB), and Roderick Hills, former chairman of the Securities and Exchange Commission, who offered valuable insights with respect to appropriate response to these ethics issues.

The strength of the ERC Fellows program is the diversity of views within its membership. However, the Fellows reached a consensus on the following:

- Rules and regulations will not yield change without corporate leaders who shape a company culture that has an unwavering commitment to ethical behavior in all aspects of the business.
- Ethics officers must be significant members of a corporation's governance process. Boards of directors should demand that the ethics officer have direct access to them as well as senior management. This would include regular meetings with the audit committee of the board.
- Under no circumstances should a company's code of conduct be waived.
- Leadership's commitment to ethical behavior must be backed by a solid ethics program with appropriate

communication and training mechanisms to build a foundation of integrity.

- Business leaders must set a clear example of ethical behavior and establish "doing right" as a business priority, not merely meeting the minimum required standards.

Government, corporations, business leaders, legal authorities, accounting professionals and the public must all work together to create norms of professional business responsibility where integrity is the foundation. The answer to today's corporate crisis is not merely in passing more laws. It is not more regulations. It is not increasing punishments. Research funded and conducted by the ERC Fellows has established that ethical leaders make ethical companies. In addition, we know from our research that where there are strong ethics programs, employees have a high sense of the company's integrity and feel less pressure to commit misconduct.

The ERC Fellows Program is a select group of corporate, government, non-profit and educational leaders who share an expertise and strong practical interest in the fields of organizational ethics. The Program provides an intimate forum for meaningful dialogue around cutting-edge ethics issues, which then prompts the formation of collaborative working groups and research teams to address these issues. An emphasis is placed on work products or research outputs with practical applications for member organizations as well as the broader business community. The ERC Fellows annually bestow the Stanley C. Pace Award for Ethical Leadership on an individual or organization that exemplifies moral courage and leadership. The ERC Fellows Program is in its fifth year.

ERC is a nonprofit, nonpartisan, educational organization that works in four core leadership areas: institution and coalition development, research and knowledge building, consulting and technical assistance, and education and advocacy.

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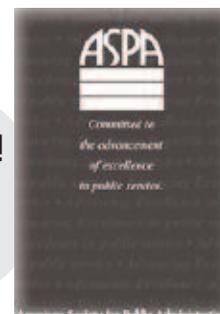
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Leadership Balance Between Professional Administrators and Elected Officials

A fragile balance at best, the relationship between professional administrators and elected officials will always be complicated. The following articles discuss the hows, the whys and ways to make it easier on all involved.

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Complementarity and Balancing Political and Administrative Leadership

James Svara

There is probably no topic as intriguing to scholars or as challenging to practitioners as the relationship of politicians and administrators. The topic can be examined at three levels of abstraction: individual, institutional and conceptual. At the individual level, the relationship involves balancing contrasting styles and values of two types of officials. At the institutional level, the relationship involves blending the structures designed to set the direction and oversee the performance of the government and the agencies that carry out the work of government, although officials in each set of structures have interest in and get involved in the work of the other officials. Finally, at the conceptual level, the relationship involves defining the nature of politics and public administration and how they come together in the governance of society.

Before proceeding further in the examination of the relationship, it is important to note that the institutional relationships vary depending on which of two constitutional structures is used. On the one hand in separation of powers structures, the head of the executive is an elected official with powers separate from the other elected officials in the legislature as in U.S. national, state, mayor-council and county executive governments. On the other hand in unitary power structures, the executive is chosen by the legislative body: either the politician who heads the governing party selected by the legislative body or a professional administrator appointed by the governing board as in parliamentary systems and council-manager and county administrator governments, and special districts with boards and appointed executives.

In developing models of political-administrative relations, it has been common to think of government as divided into two spheres with separate roles assigned to elected officials and administrators—two sets of officials who operate in terms of different norms of behavior. Three other models, based on the political responsiveness of administrators, the autonomy of administrators and overlapping roles of politicians and administrators, have also been identified. The characteristics of the four models are as follows:

- *Separate roles:* clear subordination of administrators to politicians and separate roles and norms. Administrators steer clear of policy and politics and simply carry out the decisions of elected officials. This has often been held up as the traditional and “proper” relationship, and it has typically been associated with the council-manager form of government.

- *Responsive administrator:* subordination of administrators to politicians and dominance of political norms over administrative norms. Administrators are committed to the political goals of elected officials and compliant in their interactions with politicians. This view presumes political dominance and might be linked to strong elected executive forms of government, such as the strong mayor-council form of government.

- *Autonomous administrator:* equal or greater influence for administrators, and separation of politicians from the administrative role. This relationship reflects a bureaucratic power perspective that assumes that administrators organized in self-sufficient bureaus of local government call the shots and keep politicians at a distance.

- *Overlapping roles:* reciprocal influence between elected officials and administrators and shared roles. Many studies of government at all levels and with various forms conclude that this is the way things are, as opposed to the idealized separate roles model, but the nature and implications of the overlap has not been carefully examined.

A large-scale cross-national survey of the highest appointed administrator in city government, e.g. city managers, provides data for examining the extent to which these models are found in the real world of local government. The essential pattern that emerges from analysis of relationships among top administrators and elected officials in 14 countries—12 in Europe, Australia, and the United States—is one of overlapping roles. There is a complementary relationship between politics and administration with a high level of interdependence, reciprocal influence and a positive working relationship.

The research shows variation in the relative influence of top administrators and elected officials. Some administrators—30 percent of the more than 4000 administrators surveyed—are relatively dependent with less influence than elected officials. Some, 13 percent, are relatively independent with more influence than politicians. Most, 56 percent, are interdependent and view their influence as essentially the same as that of elected officials. Virtually all, however, have extensive give-and-take with elected officials. Even the dependent administrators don’t shy away from involvement in policy initiation or sacrifice political neutrality to the support of incumbent elected officials, and the independent ones don’t ignore their obligation to be responsive to elected officials.

Thus, although all four models are conceptually plausible ideal types, in the world of local government the model of overlapping roles reflecting a complementary and supportive relationship between elected officials and administrators is typically found. A careful rereading of the works of the founders of public administration and the originators of the council-manager form show that this should not be a surprise. They had in mind a complex relationship in which separate roles were recognized and respected but extensive interaction and sharing was also expected.

Conditions might appear to be very different at the national level where separation of powers and divided governments can contribute to distrust of permanent staff and where the resources of elected officials are substantial. In the last two decades, Republican presidents have tended, at least initially, to limit the role of career civil servants and the Clinton-Gore team made extensive use of outside

consultants and pushed agencies to be customer driven. Recent books provide some mixed evidence. In *What Motivates Bureaucrats?*, Marissa Golden argues that in the face of determined efforts by the Reagan administration to operate as an “administrative presidency” and control the bureaucracy, top-level administrators were generally compliant and their contributions to policy-making were limited. On the other hand, Joel Aberbach and Bert Rockman in their study *The Web of Politics* observe that it is common for grudging respect to develop between political appointees and civil servants over time as they have more experience working with each other. Both come to the same conclusion. For there to be a constructive relationship, political appointees must be willing to listen.

In a complementary relationship, elected officials and administrators maintain distinct roles based on their unique perspectives and values and the differences in their formal position. Still, the functions they perform necessarily overlap as elected officials provide political oversight of administration and administrators are involved in policy making unless elected officials make concerted efforts to exclude them. There is interdependency and reciprocal influence between elected officials and administrators. In order for a balanced complementary relationship to be maintained in the face of this complex interaction, elected officials must have respect for the competence of administrators and their commitment to the public interest. For their part, administrators must support the law and Constitution, respect elected officials and acknowledge the need for accountability while at the same time being responsible for serving the public and supporting the democratic process. Furthermore, administrators should be independent and demonstrate an active and committed form of neutrality. They must be honest in their dealings with elected officials, seek to promote professional competence and the broadest conception of the public interest, and act in an ethically grounded way.

Although the value commitments of public administrators have been increasingly recognized in recent decades, the foundation of democratic governance from the beginning has been the sharing relationship between elected officials accountable to voters and professional administrators who are simultaneously accountable to elected officials and committed to advancing the public interest. In Great Britain, the Northcote-Trevelyan report in 1853 advocated having “permanent officers subordinate to Ministers yet possessing sufficient independence, character, ability and experience to be able to advise, assist, and to some extent to influence those who are from time to time set above them....” The same qualities are needed today, and evidence shows that they are typically present.

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Partnering For the People

Alliances Between Career Administrators and Political Appointees in Federal Agencies

Linda Wines Smith, Sujata Millick

The discussion of leadership balance between professional administrators and political appointees must begin with an understanding of the historical nature of the interrelationship. Public administration has long sought to define and categorize this relationship from all spectrums of interactions. The dilemmas have revolved around issues of balance of power, bureaucratic authority, responsibility, accountability, responsiveness and neutrality.

New administrations usher in new philosophies, new priorities, new leaders and a "getting acquainted" period in government. While individual skill-sets of both groups of leaders can be complementary, often dissimilar perspectives and backgrounds can become a source of tension and result in misunderstandings. This paper provides the historical framework for understanding the multifaceted relationship between the career leader and the political appointee.

Federal service is based on the concept of neutral competence, while appointed service is viewed as being based on the concept of responsiveness. Careerists in government carry out two potentially conflicting advocacy responsibilities: advocating policy implementation processes based on professional expertise while ensuring that such action is viewed as facilitating the administration's position. On the other hand, appointees are faced with the need to be responsive to the agendas of the administration while ensuring that their decisions and policies are viewed as being equitable and balanced towards the agencies they lead. Underlying these paradoxes is a tension based on concerns of loyalty and responsibility between career leaders and political appointees. This tension is an accepted part of life in the American political and governance culture.

But such tensions aren't novel or disabling. Some regard the manifestation of this tension to be exactly what the founding fathers desired of a new polity. The fundamental principle of the separation of governmental power has resulted in disparate arguments validating the value of two leadership systems—one professional and one political—and at the same time lamenting the disruption of efficient government action. The theoretical discussions on the subject have focused on the challenges and priorities of the two roles, their values and their impact. At the heart of the issue of leadership balance between professional administrators and political appointees are four imbalances: meritocracy vs. patronage, politics vs. administration, administrative responsibility vs. political oversight, and administrative interest vs. political interest. The following paragraphs provide brief summaries of the debates. While they may not do full justice to the nuances of the arguments, they depict the weightiness of the subject.

The passage of the Pendleton Act in 1883 affirmed the importance of a competent civil service based on meritocracy and

distinguished from the prevalent spoils system. It, for the first time, emphasized the importance of a competent leader within public service distinct from the partisan politics of the time. This early act, coupled with the Civil Service Reform Act almost 100 years later, was an attempt to create balance out of apparent imbalance.

Another such balancing attempt was the casting of the politics-administration dichotomy espoused by Woodrow Wilson in 1887. Wilson emphasized the difference in roles and responsibilities of the two types of public servants—the elected officials and the career bureaucrats. Frank Goodnow best explained this dichotomy in *Politics and Administration*, where he stated that careerists (or bureaucrats) practice administration, while elected officials are engaged in the practice of politics. Goodnow argued that politics and administration could be distinguished as "the expression of the will of the state and the execution of that will," and without harmony between the expression and execution of the state will, political paralysis would result. This dichotomy prevailed until the 1960s when Paul Appleby in *Big Democracy* denounced the feasibility of a demarcation between politics and administration and contended that political intervention acted as a check on bureaucratic power.

In a third balancing act, the debates on administrative responsibility were brought to the forefront in the 1930s and 1940s by Carl Friedrich and Herman Finer. Friedrich argued that administrative responsibility had to come from within the organization through professionalism, professional standards and internal checks and balances. Finer responded that internalizing the process would allow little external review by legislative or political sources. Finer believed that external checks and balances were necessary to prevent abuse of bureaucratic power.

Finally, E. Pendleton Herring in *Public Administration and the Public Interest* examined the role of the bureaucrat and stated that the government bureaucrat was critical in reconciling group differences and making political policy or will a reality. Perhaps it was in doing just that, that the bureaucrat became "political." This view was reinforced by Lilienthal in 1944, who, upon evaluating the Tennessee Valley Authority planning process, stated that the planning process of government was a blatantly political enterprise—one that he considered beneficial. In 1969, this view of governmental process was rebuked by Theodore Lowi, who criticized the politicization and liberalization of special interests within government.

This leads to the obvious conclusions that government is indeed a complex organization serving many interests, often more divergent than convergent; and that one leadership model is insufficient for this complex issue. As such, any leadership balance that exists today can easily be upset tomorrow. Seeking ideological consensus between the two groups is to attempt a formidable feat.

Today there are over 6,000 career senior executives in federal government and over 7,000 political appointees. Together these groups represent the leadership in government. As the second National Commission on the Public Service considers reforms to government management, it should examine the relationship between career and political appointee leadership and how both can most effectively serve the administration and ultimately the taxpayer. However, it is not clear that a mandate for structural reform exists. Perhaps more can be accomplished by educating the two groups on the theoretical frameworks. This might allow the groups to understand each other's motivations, strengths, perspectives, interests and agendas and realize that it isn't one versus the other, but one and the other; both necessary and vital. Only through exposure to history can a partnership develop between professional administrators and political appointees and this increasingly punctuated topic be ameliorated.

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Roger's Rules for Public Administrators

Working With Policy Makers

Roger Israel

The rules that follow are not really rules but rather advice to consider in light of the special challenges faced by public administrators who regularly interact with elected and politically appointed officials. They have been developed over a 35-year career, 25 of which were spent at the great divide of American public administration, where the people meet government through the relationship between their elected officials and professional public administrators. Ten years in the classroom teaching on this subject have provided a little distance from which to be more reflective. I was only partially successful in this work environment, but I tried to understand and learn from my mistakes, and was always keeping mental notes on the things that seemed to work and those that did not.

What follows may not be as captivating as "Rumsfeld's Rules," written in the 1970s for presidential advisors by current Secretary of Defense Donald Rumsfeld, but they may be more helpful and familiar to my colleagues in state and local government. The rules are divided into three

categories: the relationship, self-knowledge and professional practices.

The Relationship

- Be extremely careful in developing close personal relationships with policy makers. There are many potential complications, including the possibility that other policy makers may resent this, and you may not know until it's too late.
- Resist, with every force in your body, getting involved in local political campaigns. What seems a "sure winner" or potential job insurance in the short run can easily stall, derail or destroy a promising professional career.
- Become more familiar with your elected officials as individuals; it is important to know their unique personal histories, values and styles when you need to gain their attention and support on an issue. If you think they are mostly alike, stay away from this work. No two are alike.
- Micromanagement, especially by elected officials "reaching in" to the bureaucracy to help a constituent, is often viewed in public administration circles as inappropriate or harmful to the efficient, effective performance of public agencies. Policy

makers and citizens may have a very different perspective. For elected officials, it is one of the most important responsibilities they have in our system and it is critical to their political survival. For citizens, these "intrusions" by elected officials sometimes provide necessary accountability for the decisions and actions of public administrators. Elected officials in the United States are, after all, our ombudspople. Public administrators, especially at the highest levels, must create an environment in their organizations that is respectful of and appropriately responsive to legitimate inquiries from elected officials on behalf of their constituents. If you regard all such intrusions as inappropriate micro-management, then a change of sector might be worth considering.

Self-knowledge

- If you really do not like most elected officials, make sure that your career goals do not include working closely with them. You won't enjoy it very much—and they will know it. They are far more sensitive to, and aware of, the staff's feelings toward them than most of us realize. Remember that reading people is one of the key attributes needed to gain election in the first place.

- Understand your own "skin sensitivity" before upward mobility brings you closer to day-to-day contact with elected officials. One needs to be very sensitive to often subtle signals from the political bosses, but at the same time not too vulnerable to the personal stress that negative signals from them may induce. Politics is a contact sport and the closer you get to it the more you are likely to be personally and intensely impacted.

- Make sure there's enough flexibility in your own values and standards so that you can survive the adjustments you will have to make when you find out that your policy makers operate on a different set of values that make you uncomfortable. Of course, there are limits. Try to learn what they are before you are fully into this arena. But the politics/administration interface is not a safe place for public administration ideologues.

- When you reach leadership or major managerial responsibilities, spend some time figuring out what you can, in good conscience, do on your job and what you simply cannot tolerate. This is no job

See ROGER'S RULES, pg. 6

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Politicians and Administrators: A Partnership Doomed to a Superior-Subordinate Relationship

Mordecai Lee

For the last few years, it's been fashionable for policy makers to talk about reinventing government, making the new public management akin to business administration by throwing out the rules, letting agencies be entrepreneurial, eliminating red tape, flattening organizations and getting rid of middle-managers.

Yet whatever management trend might be hot at the moment and endlessly repeated by politicians, there's a very different and unchanging reality masked by these trendy statements. Notwithstanding the sloganeering about encouraging risk-taking in the public sector, the opposite is actually what key players really want.

Supposedly, the bureaucracy is timid, routinized, rule-bound and slow-moving because of some inherent flaw of public administration. Actually, these characteristics exist in public management largely because the holy trinity of politicians, auditors and the media actually punishes any agency that behaves otherwise and proceeds to make a mistake. These people do not permit mistakes; they are unforgiving of experiments that don't work out.

Auditors, reporters and politicians love to highlight minor problems and inflate them to gargantuan proportions such as the \$60 Department of Defense hammer, some abuse of credit cards by low-level managers, poor cash management by the staff at a front counter. These are all grist for the mill: a scathing audit, a blaring headline, tut-tutting by editorial writers and statements of outrage from elected officials. Mistakes, missteps or unsuccessful experiments all give the politicians a chance to play to the galleries, to denounce the agency and pontificate about how awful the bureaucracy is. The politician, to use the immortal phrase from the movie

"Casablanca," is "shocked, shocked" on a daily basis at whatever the latest audit or headline reports.

It's also important to confront the reality that politicians love to micromanage the bureaucracy—when it suits them. Herbert Kaufman never tired of reminding readers that one person's red tape is another person's rule that was absolutely essential in order to assure fairness, access or whatever. So, it's the politicians who insist on rules that give consideration to the disabled, the vets, small business or ships flying the U.S. flag. Hey, let's protect left-handed redheads born on February 29! Imagine the scenario of the public administrator recommending to elected officials to rescind some of this so-called red tape!

At other times, elected officials approve a broad delegation of authority to a government agency. That usually happens when an issue is so controversial that the politicians don't want to be the ones to make the decision. Then, when the public administrator has the thankless job of eventually making the choice, politicians can always use that opportunity to criticize the bureaucracy all over again.

A major problem in the relationship between government managers and politicians is that the public administrators just can't fight back. It's not a level playing field. The politician is always in a win-win situation, always getting the last word from a news media automatically sympathetic to critical comments about the bureaucracy. The presumption of American political culture is that the public administrator is always wrong. The system is rigged. The elected official is never left holding the bag. When I worked on Capitol Hill for a Congressman, he had a motto for when citizens brought him problems they were having with govern-

ment agencies: "The constituent is never wrong." While that might be good politics, it surely can't be the basis for a good working relationship.

So, the public administrator always must be obsequious to politicians, even though the latter are sometimes people of obviously lesser talent, knowledge and intelligence. But that's democracy.

If that's the case, then what can a public manager do to develop an effective working relationship with politicians? The first—and perhaps most important—step is for the administrator to approach all interactions with politicians with a clear-headed understanding of the limits of the relationship. As long as you are willing to accept the built-in presumption of an unequal partnership, things will more likely work out to some satisfactory degree.

Second, think of working with politicians as akin to being at bat in baseball. You're never going to bat 1,000. So, be happy with what major leaguers would thrill at: batting a 300 or even 400 season.

Third, seek out and develop relationships with elected officials you respect, the ones who have a more sophisticated understanding of the role of public administrators in modern democracy. It's important to realize that the automatic bell curve of groups of people applies equally to the universe of elected officials as it does to any other segment of the population. (OK, maybe not the Mensa Society.) Any herd of politicians (what's the correct word: pride? school?) has its share of overachievers, goof-offs, nerds, an in-crowd, show-offs and grinds.

Your best bet is to identify the politician who is a workhorse, is policy-oriented (as opposed to politics-oriented) and has an interest in your area. Remember that politicians are always looking for "product."

You can be one of their sources for ideas, proposals, pilot projects, legislation, studies, etc. You can help make them look good.

Try to see the world through the eyes of a politician: what helps or hurts chances for a successful career, whether for reelection, election to higher office, accrual of power, accession to an important post. What might be a good topic for publicity, for legislative accomplishment, for back patting from editorial writers?

There's a saying that's been attributed to Senator Edward Kennedy that could serve as a motto for the public administrator who can successfully work with politicians: "You'd be amazed how much can get done in ____ (fill in the name of your city/state) if you let someone else get the credit!" Similarly, the Brownlow Committee in 1937 described the ideal presidential assistant as having a "passion for anonymity." That's also a pretty good depiction of the government manager who knows how to work effectively with elected officials.

The leadership balance between elected officials and professional administrators is not an even one, never will be. Nonetheless, public administrators can accomplish many of their goals if they accept the political limitations on such relationships. Herbert Simon's coinage of "satisficing"—of seeking outcomes that are satisfactory and sufficient rather than optimal and perfect—is a good definition of the approach a government manager should take when working with politicians.

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Political Leaders are Flawed Human Beings Like the Rest of Us

From **ROGER'S RULES**, pg. 5

insurance policy because it may cause you to leave your job. Call it instead an integrity and emotional survival guidepost, especially for those situations when you may have only minutes or hours in which to make a critical decision. If it doesn't save your job, it might save your health and even your life.

Professional Practices

- Do everything you possibly can to help your elected officials look good—at least for actions and behaviors that you consider respectable. If you do this skillfully, which is often challenging, you will be rewarded by their appreciation, although your peers and employees may see you as a "suck-up." When good things for the organization follow good vibes from the political folks, your employees may change the evaluation from suck-up to politically

astute. And do not help one elected official to look smart at the expense of others. The satisfaction you both enjoy will be short lived. You will surely pay later.

- Being politically astute is valuable, but it can be dangerous if you end up going over that ambiguous line between politically shrewd advice to becoming an advocate or strategist for one or more of your political leaders. If you get too politically enmeshed, their respect and trust may turn south, especially if things do not go well for them politically.

- Letting newly elected bosses know how well connected you are with individuals or groups they are politically close to is often an illusory advantage. It may seem at first that they are impressed. But, they may also regard this as an unwelcome restriction on their authority and prerogatives (which is what some professionals who do this are looking for); and they may suspect that

you have used these connections to deflect attention away from concerns or problems with your own work performance.

- Absolutely avoid criticism of either your policy makers or top level professionals while in the company of other policy makers. It makes you look unprofessional, because it is unprofessional, and it will usually come back to torture you later in ways that you may never be able to anticipate or even comprehend.

And a final plea, as opposed to a policy; try not to be too harsh in judging your political leaders. Most are not Plato's philosopher-kings. They are flawed human beings like the rest of us; they usually mirror their constituents' qualities (i.e., the good, the bad...); and they are often under enormous pressures that we cannot fully understand without having walked in their shoes. But they are absolutely central to the longest-running experiment with our form of democracy in the planet's history.

To the extent that we, as public administrators, can help support them and bring about decisions closer to the broadest possible public interest, we are making representative democracy work better and bringing much-deserved credit to our profession.

Now please add to or subtract from this list based upon your own experiences at the great divide between politics and public administration!

ASPA member Roger Israel is an associate professor of public administration, and coordinator of the public administration/non-profit management program at Metropolitan State University in Minneapolis/St. Paul. Prior to his academic career, Israel worked in city, state and metropolitan government for 25 years and served twice as president of the Minnesota Chapter of ASPA. E-mail: roger.israel@metrostate.edu

Solutions for Public Managers

Improve Leadership Abilities by Managing Expectations

You may be one of the lucky ones not to have received a pink slip during this time of downsizing. But before you heave a sigh of relief, you realize that the work still has to get done, right? In fact, you may now get assignments for which you or your team lack the expertise or time to complete. Does this sound like an impossible situation?

"People have always had difficulty clarifying what it is they want to see as a final result when assigning projects," says Stanley Portny, a project management expert. "Many people think they are expected to automatically understand others' expectations and then they start running in the wrong direction, resulting in wasted time and effort."

Portny suggests that clarifying a project's desired outcomes increases the chances that they will be achieved. In addition, "people fail to appreciate that vague requests often result in wasted time and money. The first rule of thumb is 'Don't assume anything!'" Portny says.

He offers these tips for busy people who are riding the wake of the downsizing tidal wave. In order to increase your chances for successful project outcomes:

Spell out the expectations. This is no time to be shy. If you don't get this part right, the whole project can run askew. Ask probing questions of all people who will be looking for project results, including:

- **What are the true indicators of success?** Define, very specifically, what will signal successful project completion. Desired outcomes might include physical products, services or new procedures. Try to determine the particular desired characteristics of each outcome. The expectations may be wide ranging and, at times, conflicting, depending on whom you question. Be sure to document the expectations and determine if you feel you can achieve them all. Discuss with the project requesters any about which you have concerns.
- **How much time would the requester like you to spend on the project and when would he or she like the results?** The person who assigned you the project may not realize that, prior to downsizing, a similar project might have taken three weeks, but now, with your reduced staff and increased workload, it may take longer and require more work effort. Discuss these realities with the requester and work together to develop responsive and achievable schedules and resource budgets.

Identify and involve all people who may be looking for results from this project.

It's not unusual that the person assigning you the project is not the one who originally conceived it. Identify and consult all people who will be looking for project results, including the person with the original idea, as well as others who may benefit from what you will produce. Consider both managers and staff who will be affected by or needed to support project results. Be sure to include these people in your project planning and to keep them involved and informed as the project moves along. If people are reluctant to give you their time, explain that their involvement is essential to help you meet their true needs.

Draw on the knowledge and experience of others.

If your assignment involves work in areas with which you are unfamiliar, consult others who have more experience. Identify knowledgeable colleagues or consider retaining the services of external experts. Consult these people as you prepare your plan and at key review points during your project. Ask questions so you can understand how best to approach your assignment. Be sure to clarify any information from the experts or from the person who assigned you your project that you feel is ambiguous. Remember the old

adage: There are no stupid questions.

Document everything and share the news. Keep the momentum going and ensure you are on track by communicating regularly throughout the project with the person who assigned you the project and others looking for your project's results. Frequently reaffirm with them that the project is addressing their needs.

Carefully manage changes in expectations. If your client asks you to modify or change the outcomes that your project is to achieve:

- Be sure the requested change is in writing.
- Always assess the impact of the requested change on all aspects of the project.
- Be sure the others who are awaiting your project's results also agree that the proposed change should be made.
- If you agree with the requested change, modify all impacted elements of your project plan and share the news with everyone involved in the project.

Stan Portny, president of Stanley E. Portny and Associates, LLC, is an internationally recognized expert in project management and project leadership. His book Project Management for Dummies is available in bookstores nationwide.

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International Commentary

U.N. and IASIA Undertake Worldwide Public Administration Education and Training Initiative

New York—The demands of a globalizing world that is witnessing significant growth in resource inequality, the continuing problems of widespread poverty amidst great wealth, the increasing calls for greater decentralization and more accountability in governance and the transforming of formerly command economies into market economies all have placed, and will continue to place, extraordinary requirements for creative leadership upon both the current generation of top-level government officials and future generations of governmental leaders. It is for this reason that the Division for Public Economics and Public Administration of the United Nations Department of Economic and Social Affairs (UN/DESA/DPEPA) and the International Association of Schools and Institutes of Administration (IASIA) have recently agreed to initiate a four-year effort to improve the quality of education and training in public administration for both the current generation of governmental leaders and the next generation as well.

Led by Guido Bertucci, the director of the U.N.'s Division for Public Economics and Public Administration, and Florida International University's Allan Rosenbaum, the current president of IASIA, the goal of this joint initiative is to strengthen institutional capacity for effective public administration education and training and, in so doing, have a significant impact upon the development of effective and transparent governance throughout the world—both now and in the future. As Bertucci noted, “this initiative is important to both the immediate and the long-term well being of the world's people since the quality of public administration education and training has a very significant relationship to the quality of governance. It is also critical for the success and the achievements of the U.N. Millennium Development Goals.” In turn, Rosenbaum pointed out that “the quality of governance is often highly related to the level of development of a region. While there is no country in any region of the world which can be absolutely satisfied with the quality of its governance, it is very clear that in those countries where governance is the most effective and transparent, economic development is the most advanced and poverty is neither as widespread nor as oppressive.”

Further complicating the tasks facing all levels of governmental leadership are the rapidly growing public demands for greater ethical behavior, and the emergence of a variety of new modes of relationships between the public and private sectors. The result is that the arrays of issues facing top-level government leaders—both current and future—are extraordinarily complex and difficult ones. They are ones that urgently require new approaches to the enhancing of the competencies of current leadership and developing the skills of future leadership.

While this initiative is intended to be worldwide in scope, in keeping with United Nations and IASIA priorities, particular emphasis will be focused upon Africa, Asia, Central and Eastern Europe, Latin America, and the Middle East. It is anticipated that the initiative will have two major phases—a first year of assessment activities and then three years of implementing a variety of activities involving technical assistance and demonstration projects.

The initiative was kicked off with a special session at this year's annual meeting of the Network of Institutes and Schools of Public Administration of Central and Eastern Europe (NISPAee) in Krakow, Poland, which was organized by NISPAee Executive Director and IASIA Board Member Ludmilla Gadjosova. Subsequent sessions to seek input from relevant public administration communities were held at the annual Inter-American Conference of Mayors in Miami, Florida, and the annual Conference of IASIA in Istanbul, Turkey.

Two activities that will play a major role in defining and shaping the initiative will be occurring this fall. The first of these will be a U.N. Expert Group meeting on “New Challenges for Senior Leadership Enhancement for Improved Public Management in a Globalizing World,” which will take place at the U.N. Staff College in Turin, Italy, in September 2002 and will bring together a group of 20 individuals. Yolande Jemai, a senior staff person at the United Nations who is working with Bertucci on this initiative, noted that the specific areas of concern, which the experts will address, will include:

- defining the concept of leadership, as well as defining the target group or groups of the initiative;
- identifying and outlining key issues facing top-level government leadership;
- outlining specific areas of competency enhancement necessary to better equip top-level government leadership to function in today's increasingly complex governance environment;
- exploring various strategies to facilitate the most effective forms of competency enhancement for top-level government leadership; and,
- developing a proposed program of activities that will produce significant initiatives in the area of competency enhancement for top level government leadership in transitional and developing countries.

The second major activity will be a conference, open to any ASPA member, on “Improving the Quality of Public Administration Education and Training: New Needs, New Approaches,” which will take place at Fundacao Getulio Vargas in Rio de Janeiro in November 2002. This conference will bring together individuals

from every region of the world who are involved in new methods and approaches to public administration education and training. It is anticipated that the conference will result in the development of a set of ideas and techniques that are appropriate for the education and training of the next generation of governmental leadership. The focus will be on both education and training activities and, most importantly, how to make them as relevant as possible to newly developing civil servants—recognizing the need for specific regional and cultural relevance.

In addition, IASIA has established a working group that will explore the development of standards of excellence and effectiveness in public administration education and training, which take into account the different administrative cultures of the world. As part of its work, the group will review existing relevant materials such as accreditation standards, various codes of ethical and professional performance in the field (for example, charters for the public service and relevant ethics codes) and the like. This group is being co-chaired by James Kalebbo, the director of the Uganda Management Institute, and Blue Wooldridge of Virginia Commonwealth University.

It is anticipated that over the next year at least two reports on the first-year assess-

ment activities will be produced. The first will address the need for, and the means to respond to, the education and training needs of the current generation of government leadership. The second will address the status of public administration education and training in the major regions of the world (excluding, in all probability, North America and Western Europe). These reports will be jointly published by UN/DESA/DPEPA and IASIA.

Beginning in 2003, various efforts will be undertaken to seek additional external funding from sources such as the Ford or Turner/U.N. Foundations or the World Bank. The purpose of such funds would be to organize in Africa, Asia, Central/Eastern Europe, Latin America and the Middle East relevant initiatives, technical assistance and demonstration projects in the area of public administration education and training. It is anticipated that such projects will significantly improve the quality of public administration education and training in those regions, and in so doing, improve the quality of governance and the quality of life for the citizens of those regions.

For more information contact ASPA member Allan Rosenbaum, director of the Institute for Public Management and Community Service at Florida International University, and president of IASIA at rosenbau@fiu.edu

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Commentary

MPA Students Respond to June "An Ethics Moment"

Janice Harrington, Emily Murphy, Monica Ramirez, Rudy Nino and Rod Erakovich

The summer 2002 class "Ethics in Public Service," at the University of Texas at Arlington (UTA), provide a response to Ralph Hambrick's ethical dilemma in the June 2002 *PA TIMES* "An Ethics Moment." Using Montgomery Van Wart's sources of values in ethical decision making from his 1996 *Public Administration Review* article titled "The Sources of Ethical Decision Making for Individuals in the Public Sector" as evaluation criteria, those in favor of this action and those opposed suggest ethical criteria to consider. In conclusion, the majority of the class decides on the ethical course this public administrator should follow.

In this dilemma, Ralph Hambrick of Virginia Commonwealth University questions the ethical correctness of using a loophole in federal Medicaid policy to collect \$259 million in matching funds for the state. He writes, "Both participating localities and the state would net large sums that could be used for health care and any other public purpose since the money would go into the general fund." The questions asked: "Is this ethically correct? Do legality and need trump honesty and forthrightness? Is this really an ethical problem?" Furthermore, many localities and nursing homes in the state have refused to collaborate for the money because it is unethical.

Van Wart suggests there are five key values every public sector employee should consider when making ethical decisions: individual, public, organizational, professional and legal interest values.

Is This an Ethical Dilemma?

There is consensus this is an ethical and leadership dilemma. An ethical dilemma is

about values. Aristotle speaks of "pain and pleasure" in moral acts. This suggests that the act must affect someone else besides the individual making the decision or performing the act. Furthermore, Aristotle defines voluntary action by whether the agent originates it with knowledge of particular circumstances of the action. If the dilemma is a value issue—the decision maker has knowledge of how the work and decision would affect others—it is an ethical issue. Leadership means the public administrator will act according to what is discerned.

Individual Interest Values

Government needs people who are honest, fair, and demonstrate integrity. What individual values were advanced for this state administrator in the decision to pursue the \$259 million in funding?

Those who argue in favor of this action suggest the state administrator is promoting the individual values of fairness and integrity. By acquiring and using these funds, the administrator is not lying or cheating and is fairly using means necessary to better the state and those residents in need. The action of this public administrator is certainly adhering to the "golden rule."

The opposing view questions why loopholes need be used to gain additional state funding. The use of a legal loophole calls to question the individual ethical values of the public administrator. The appearance is that the state administrator is using an individual ethical standard to quell the perception of impropriety.

Public Interest Values

Is it in the public interest to access the funds using a legal loophole? Is there a point where the state official must consider the greater national Medicaid interest? Van Wart explains that public interest derives from social equity.

Those in favor of acquiring the funds argue that as a public official, one is

entrusted in acting for the public interest, with or without the public's apparent backing. This public administrator cannot pass on the need for the funds, albeit through a loophole, for the betterment of the localities. To promote social equity, this public administrator in this case must act in the best public interests of the state's residents.

The opposing side questions how social equity is advanced by the decision to access these funds via a loophole. Though Virginia may have more money, the concept of social equity extends beyond its borders and to the national requirements of Medicaid. The appearance of impropriety in doing the public's business is paramount, and the ethical perception in using this loophole does not serve the public interest.

Organizational Interest Values

On one side of the organizational ethical equation is the value of effectiveness in outcomes. On the other side is the value of efficiency in process. What is the organizational ethical climate?

Speculation of the organizational ethical climate in this case suggests an outcome approach. Those in agreement with acquiring the money suggest the outcome of the agency is effectiveness and the focus on public interest and social equity within the state. This public administrator must seek to acquire these funds.

The other side argues an egoistic organizational ethical climate exists and effectiveness of outcomes centers on the effectiveness of the public administrator. More important is a principled approach that focuses on process over outcomes.

Regardless, the class agrees that if the public administrator disagrees with acquiring the funds through a legal loophole, he or she may covertly obstruct the transfer. The values of this organization must be derived from a culture that allows decisions of this magnitude to be reached using an individual's moral values.

Professional Interest Values

According to the ASPA Code of Ethics, a professional is charged to "understand and apply legislation and regulations relevant to their professional role" and "respect ... and support government constitutions and laws. ..." A question presents itself—are these professional standards too high and unrealistic? Perhaps the professional standards forget that providing Medicaid coverage to the state residents relying on these funds is not the focus of this dilemma.

Those in favor argue that professional interest includes the "discretionary authority to promote the public interest." This is a controversial issue and requires public input. The state administrator should involve the public in the decision-making process before proceeding.

Those opposed to acquiring the funds contend that the relevance is the law. Gaining public input does not relieve the professional from the respect and duty to follow a written law. The public administrator cannot knowingly use loopholes for

state gain. As a professional, the public administrator should work to "improve and change laws that are counterproductive and obsolete."

Legal Interest Values

Legal values provide a narrow answer to this ethical dilemma. The acquisition of funds is for the good of state. Just by presentation, this case suggests an opportunity for state allocation rather than an infraction against federal jurisdiction.

Those in agreement with the process of acquiring the funds, through the loophole in the law, argue that actions based on rules do not automatically make it ethically correct. Legal interest becomes secondary where the administrator has discretion and it is shown the law does not express social equity. This public administrator must seek to acquire these funds.

The opposing views argue the administrator must work to satisfy both the public interest and the legal interest, including a loophole in the law. As Aristotle suggests, if the agent originates it with knowledge of particular circumstances of the action, it becomes an ethical issue. Knowing there is a loophole is the same, morally, as knowing the requirements of the law. This public administrator must become a working voice for the unheard in regards to the needs of his state and healthcare, and create changes in the law to prevent this situation from arising again. The law, as known to the public administrator, must be observed when acting for the public interest.

The majority of the students support the public administrator's efforts to acquire these funds, even through a loophole in the law. The values of fairness, equity and public interest outweigh issues of legal loopholes and professional interests. In addition to acquiring these funds, the public administrator must prevent "mismanagement of public funds by establishing and maintaining strong fiscal and management controls, and by supporting audits and investigative activities." Additionally, the professional interest values require all state public administrators be involved in examining and closing this loophole.

Bureaucratic norms, such as those revealed in this case, reject the exercise of discretion. The expectation is the public administrator will allow a structural framework of legal issues to override acting in the public interest and acting ethically in a moralistic and normative sense. The ethics of doing what is right is a product of the desire to act with fairness and equity. To demonstrate integrity, this public administrator must have discretion in the accomplishment of duty.

Janice Harrington, Emily Murphy, Monica Ramirez and Rudy Nino are MPA students in the School of Public Affairs at UTA. ASPA member Rod Erakovich is an adjunct professor and doctoral candidate at the School of Public Affairs at UTA. Erakovich is also an assistant professor of management at Texas Wesleyan University and the ASPA Ethics Section communications

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Commentary

The Current Debate Over Research in Public Administration

Mark Henych, Charles Mesloh

There have been numerous articles written about the poor quality of research literature produced in the field of public administration. With public administration being a discipline for little over 50 years it is not surprising that public administration research is still developing. Although a number of the articles are anecdotal in nature and may qualify as poor research, a few take a detailed look and closely analyze the written products that have been generated around the country. The purpose of this critique is to examine why is there such a problem with public administration research.

Literature Review

McCurdy and Cleary's study in 1984 examined 142 doctoral research projects published in the 1981 Dissertation Abstracts International to determine the research done in public administration. They found that 18 percent met none of their criteria regarding a contribution to the field of public administration, while 28 percent met only one.

Robert Stallings argues that research problems in the field should be determined by those in the field, such as practitioners. He states that first-hand experience or hands-on experience gives one knowledge that can only be considered an "acquaintance with" type of knowledge.

Houston and Delevan examined empirical research in six public administration journals. Variables under study included: purpose of study, research design, types of data and statistical technique used. They found that little theory testing and a lack of methodological rigor was a problem and "a cumulative knowledge base was not being developed."

Cleary compared the 165 dissertations published in 1990 to those published ten years earlier to determine whether dissertation research had improved. It was a replication of the McCurdy-Cleary study and used the same six criteria to analyze the dissertation abstracts. In all areas with the exception of one (important topic), the 1990's dissertations showed marked improvement.

Houston and Delevan examined the content of research articles sampled from selected journals for the five-year period of 1984 to 1988. One hundred fifty-four articles from academic fields and 150 articles from practitioner-oriented fields were used for a comparison analysis. They concluded that more rigorous theory testing and the use of quantitative methods were necessary.

Identification of Issues

Each of the previously discussed studies has articulated a major weakness in public administration or provided data that supports one of these studies. However, in

the doctoral program of today, only a small percentage of the graduates choose to remain in academia. Since the field of public administration is practitioner based, it is not surprising to see a large portion of the literature based upon some form of problem solving. This is not consistent with the criticisms made within the literature reviewed for this paper. Those in academia act as if all who obtain a doctorate should be working toward theory building for the benefit of mankind and scoff at research that fills only a small niche at the local level. However, before this is interpreted as a scathing review of the educational system as a whole, it is important to examine each of these complaints in their entirety and evaluate their validity on a stand-alone basis.

Theory Testing

The issue of testing existing theories appears in a number of the critical articles addressing this area. McCurdy and Cleary found that only 42 percent of the dissertations surveyed tested a theory or reached a conclusion containing a causal statement while Houston and Delevan identified 63 percent of the published articles that contained hypothesis testing. Cleary later found that number had risen to 73 percent. In contrast to these earlier findings, Adams and White showed 22 percent of dissertation research was relevant to theory, while Lan and Anders found that 32 percent of the published articles regarded theory building.

This necessitates the determination of the value of theory testing. Obviously it serves a genuine purpose in the furtherance of knowledge within a field.

Stallings states that the nature of research in public administration is principally weak, as there is the absence of theory. For existing theories he states that they only bear remotely and indirectly on practice. However he adds that the issue here is that in a field that is dominated by practice, how does one identify core problems to which theories can be applied? He states that the issue could be rectified not by separating theory and practice, but rather by incorporating them into a three-way relationship of theory, practice and method.

However, theories are not the only goal of research. Knowledge can be advanced through practice as well as theory and to diminish the value set on a dissertation only because it fails to fall within someone's critical perception seems to weaken the system as a whole.

Cutting Edge

The invention of new questions drives this category. Much research falls into the category of "trailing edge" since it records past experience or the topics of yesterday. Critics of public administration research hope that dissertations produce important literature to build the knowledge base. McCurdy and Cleary found that only six

percent of the dissertations were classified as leading edge while Adams and White found that 46 percent of the public administration dissertations had no theoretical relevance and thus would contribute little to knowledge development in the field.

Surprisingly, Cleary found a marked improvement in this area when he identified 72.7 percent as containing issues important to the field of public administration.

The first question that comes to mind is by whose standard is an article worthy of the title "cutting edge." The differences between theorists and practitioners are easily discernable when value judgments come into play. What may be cutting edge to one group may be regarded as worthless by the other. The lack of clear definition makes this complaint problematic at best. As a result, it becomes a weak tool for debunking the work of another.

There is an obvious problem in the state of literature within public administration dissertations and publications. However, this problem may lie less in the writing of these so-called weak research papers and more in those who evaluate them.

The problem appears when the topic of a dissertation falls under attack merely because it fails to test theory or achieve the highly coveted leading-edge status. This is problematic in itself. It demonstrates that those in power are framing the role of Ph.D. as an academia-only-club and if you have to ask, you probably can't afford it.

The original goal of this analysis was to analyze the weakness in public administration research and examine the current trends to determine the differences between practitioner-based research versus academia-based research. As this analysis continued, it became obvious that there was less of a methodological problem and more of a debate over the future of public administration. Unfortunately, that issue is outside the scope of this paper. It should suffice that the field of public administration could not exist without practitioners and academics. In order to resolve these confrontational issues, guidelines should be established by ASPA in accordance with the wishes of both groups to determine the direction of research and parameters to conduct that research. This would end the petty squabbling and establish goals that insure methodological rigor along with the freedom to research outside a theoretical framework.

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Letter to Editor

Dear Editor:

In "Getting to Green" (July 2002 *PA TIMES*), George Frederickson gushingly praises the new Executive Branch Management Scorecard of the Federal Office of Management and Budget (OMB) as telling us "more about agency management and effectiveness than we have ever known before." The OMB now rates agency performance on a scorecard/traffic light scale of red (lousy), yellow (in the middle) or green (great).

When the president of the National Academy of Public Administration (NAPA) joined the OMB in 2001, one of his major tasks was to help expand the privatization of public services. One way to do this, of course, is to show that we should replace public agencies with private corporations.

Frederickson could have used fewer paragraphs to explain the OMB red/yellow/green system. The Bush Administration was dedicated to issuing "red cards" to Clinton agencies because Bush had to show he inherited a mess. Obviously, agencies that now have "red cards" will become "green-cards" by re-election time in 2004. If they are still "red-cards" in 2004, why re-elect the president?

OMB represents the ultimate destruction of professional public management, a long-term bipartisan trend. If the latest political fad continues, every new president will issue "red cards" at the beginning of his/her term, then change them to "green" before election time.

I suggest that public administration professionals should not immediately agree that "the Bush Administration's score carding approach to the management of federal programs ... [as] deserving thoughtful consideration." There is no reason to adopt the Administration's grading of "no damned good" as valid for all public agencies.

Frederick C. Thayer
Central Michigan University

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CAP Corner



Reviewing CAP's Accomplishments

Phil Joyce, Denise Wells

When you're in the midst of a project, progress can seem very slow and sometimes even non-existent. So, every once in awhile, it's good to sit back and take stock of your accomplishments. Let's look, then, at just a few of CAP's recent achievements.

There has been both continuity and change in CAP leadership, continuity in that Phil Joyce was reappointed Board Chair for another year and change in that David Bernstein was appointed a member of the Board to replace outgoing member Allen Lomax. Allen became a Fellow and is representing CAP on the annual conference program committee.

Speaking of the conference, Marilyn Jackson is taking the lead to develop and present a workshop that takes a practical, problem-solving approach toward the performance measurement systems that now are common at all levels of government in the United States and abroad. The workshop's message will be that public servants have the knowledge, strength and power to make needed improvements in their organizations and, correspondingly, their performance measurement systems.

In cooperation with the General Accounting Office (GAO) and the George Washington University Institute for Public Policy, CAP continues to sponsor a Brown Bag Luncheon Series on performance management. In February, Sharon L. Caudle of GAO discussed the performance management challenges of homeland security and in May, Denise M. Fantone, also of GAO, presented results-oriented budget practices in federal agencies. Both presentations drew a large audience of academics, students and public managers and led to a lively discussion of issues.

In July, CAP announced the publication of *Meeting the Challenges of Performance-Oriented Government*. This volume compiles papers presented at a two-day symposium that, in addition to CAP, was sponsored by George Washington University and the PricewaterhouseCoopers Endowment for The Business of Government. The papers reflect the experience and insights of practitioners and academics active in performance measurement initiatives across government and in the nonprofit sector.

Edited by Kathryn Newcomer, Edward T. Jennings, Jr., Cheryl Broom and Allen Lomax, this book has been described as a "must have" for managers and public officials facing the challenges of performance measurement. Not even a month old, there has already been interest expressed in translating the text into both Japanese and Chinese!

CAP launched its first electronic newsletter, *Performance Management CAPtions*, in May. Intended as a bimonthly offering, the interest in performance management and performance measurement issues has resulted in follow-on issues in June and August. Readership continues to climb in both ASPA membership and the wider public administration community.

In the July issue of *PA TIMES*, Joan Ewell and Stuart Grifel, drawing on their experiences in the Office of the City Auditor, Austin, Texas, described the importance of having a sufficient technological and human infrastructure to support performance measurement. In that same issue, Patria de Lancer Julnes explored the question of whether performance measurement works.

In the lead article in the August issue of *PA TIMES*, Paul Epstein described how he and colleagues from the New York Metropolitan chapter of ASPA participated in "Listening to the City" a town meeting which focused on plans to rebuild the World Trade Center site. Furthermore, Paul is promoting development of a scorecard with a set of objective performance measures based on the Civic Alliance's desired goals and outcomes.

And of course, John Kamensky always keeps us current with his timely, online column, "Managing for Results."

In taking this retrospective look at CAP, it becomes obvious that CAP Fellows and CAP Board members are a dynamic group with a common interest in performance measurement. There are other accomplishments too numerous to detail here; we expect to feature them in future CAP Corner columns.

ASPA member Phil Joyce is an associate professor at George Washington University.
E-mail: pgjoyce@gwu.edu.

Denise Wells is director of the Center for Accountability and Performance.

For information or items of interest related to CAP or performance management/measurement activities or if you have a related item for the CAP Corner, please contact Denise Wells, CAP Director, 1120 G Street, NW, Suite 700, Washington, DC 20005; (202) 585-4310; dwells@aspanet.org or be sure to check out the "CAP Corner" on ASPA's web site: www.aspanet.org.

Frederickson perspective

A Column by H. George Frederickson

PA Times invites your opinions regarding issues addressed in this space, or any public management issues. Please fax us at (202) 638-4952 or e-mail us at: cjewett@aspanet.org. The viewpoints expressed in the *Commentary*

Is Social Equity Class Warfare?

During a session on social equity at a recent national public administration conference, I was startled to hear one of the participants describe social equity as class warfare. In a time of national crisis, the speaker said, we should be united, and it is inappropriate for people in public administration to emphasize our differences and divide us. It is not the place of public administration to concern itself with matters of fairness and equity between, as he put it, the classes. The class warfare comment dissolved the session into a rhetorical and ideological shouting match, destroying any hope of reasoned deliberation. I was too stunned to react, and the moment passed. But, from that moment to this, like a bad sliver, the argument that the pursuit of social equity in public administration is a form of class warfare has nagged at me. Please join me as I pull that sliver out.

My first unspoken reaction was this: if social equity in public administration is class warfare, sign me up and give me a uniform. This is a war worth fighting. Obviously this response indicated that I was as drunk on the rhetoric of social equity as the speaker was on the rhetoric of class warfare. Gradually I sobered up.

My second reaction was befitting my line of work. I wondered, like any professor would, if there was something I had missed, something new and profound in either the field of public administration or the circumstances and conditions in which Americans live. When professors have doubts about what they think they know, they retreat to the research and literature on the subject in question. This is what I found.

The two best recent studies of social and economic circumstances in the United States are Lisa A. Keister's *Wealth in America: Trends in Wealth Inequality*, published in 2000, and Kevin Phillips' popular *Wealth and Democracy*, published this year. Both studies bring together an impressive array of information over an extended period of time, sufficient to give informed historical perspective to the subject. Both insist on the importance of distinguishing between wealth and intergenerational wealth accumulation on one hand and annual income on the other hand. Regarding the contemporary accumulation of wealth, both studies find that in the whole sweep of American history there has never been greater concentration of wealth in the hands of the few. Even the concentration of wealth in the hands of the robber barons of the late nineteenth century Gilded Age does not surpass the present percentages of American wealth in the hands of the few. By the year 2000, the top one percent of the population controlled 40 percent of the wealth, and the top 20 percent controlled a staggering 93 percent of American financial wealth. For the past 20 years the gap between those who have significant financial wealth and those who do not has grown steadily wider. While the details are somewhat different, the gap between the annual income of the top five percent of Americans and the bottom 60 percent has also grown steadily. For the past 35 years the after-tax net income adjusted for inflation of the bottom 80 percent of Americans has stayed essentially the same, but for the richest six percent it has more than tripled. Wealth and income inequality are closely correlated with race and gender; African-Americans, Hispanic-Americans and working mothers are significantly overrepresented among the poor. Annually the top one-fifth make 11 times

more than those in the bottom fifth, by far the widest gap among the industrialized democracies.

Compared to 30 years ago, American wage earners have smaller pensions, less health insurance coverage, much greater non-mortgage consumer debt, and considerably less job security. Longer working hours, longer commutes and two-earner families buffet wage earners, and the overall indices of American social health have been in decline for years. These two excellent books provide conclusive evidence that there really is serious social inequality in the United States.

What, the astute reader will ask, does this have to do with public administration? Let me count the ways. First, there is a very close association between wealth and income on one hand and political influence and governmental policy on the other. For example, corporate income, capital gains and inheritance taxes have all been sharply cut as income and wealth disparity has increased. Second, inequality expresses itself, often powerfully, in all of the fields of public policy—education, transportation, public safety, child welfare, the environment, agriculture, natural resources, national defense and so forth. Because public administrators implement these public policies, as inequality and unfairness are increasingly evident, we are faced with social equity problems. It is government, not the market, that is set up to deal with issues of fairness and justice. Can public administrators simply say Kings X; issues of fairness and justice are political and not administrative? I don't think so. Third, it is everywhere evident that a child's early conditions and circumstances, to a considerable extent, determine that child's chances in life. We do not start the race of life evenly. So long as income and wealth disparities are increasing, growing percentages of American children face the prospects of diminished life prospects. If we are asked to implement the policies that systematically advantage a few at the expense of the many, do we not have social equity responsibilities? I think we do.

It is interesting to remember that the growth of modern American public administration was closely associated with the Progressive Era, with stamping out government political corruption, and with curbing the excesses of corporations and the wealthy. Social equity has a long and honorable provenance in public administration.

To return to the question: Is social equity in public administration a form of class warfare? To uncover and describe inequity and unfairness is not class warfare; it is simply enlightened transparency in government. It is, after all, variations in wealth and income that divide us, not descriptions of wealth and income. To do what one can within the constraints of law and policy to implement policy in a way that is fair and just is not class warfare; it is simply good public administration. To seek to change law or policy that is unfair or inequitable is not class warfare; it is part of our moral responsibility. To be an informed and expert voice for fairness and equity in the processes of policy formulation is not class warfare; it is part of the public administrator's job description.

ASPA member H. George Frederickson is the Stene Professor of Public Administration at the University of Kansas and the author of *The Spirit of Public Administration* (Jossey-Bass, 1997).

To Obey or Not To Obey!

Imagine you are an inspector in the Village Engineering Department and have the responsibility to inspect the sidewalks of residents whose streets are being resurfaced. The village policy is clear—residents who live on streets that are partially resurfaced must pay up to \$1,000 per home for their sidewalks to be replaced. But, residents on streets that are fully resurfaced are not required to pay. Your job is to determine how much a resident who lives on a partially resurfaced street must pay to replace the sidewalk. Sounds straightforward enough. Not so. Why? Because the technical criteria for determining the difference between a full resurface and a partial resurface is murky. Moreover, as the inspector, you have suffered for many years trying to explain the system to residents who are impacted. And, it is your strong belief that the required fee is too great of a burden, particularly as it is not applied in all cases and a large percentage of the residents are retired. After years of expressing your concerns to the director of the engineering department and having them ignored, you decide to take the matter directly to the mayor.

The engineering director does not find your conversation with the mayor amusing. Indeed, he becomes quite angry with you for going to the mayor and having his policy decision questioned. He instructs you to proceed with collecting money from residents and lobbies the mayor to support the current policy. You

continue collecting checks and contracts from residents but decide not to cash them or process the contracts because you feel the mayor will rule in your favor. And, you are right. The mayor concludes the system is unfair and resident contributions are eliminated for all sidewalk replacement projects.

Upon hearing the mayor's decision, you return the unprocessed checks and destroy the contracts. The director, not having budgeted for the change, instructs you to continue with the old policy for the upcoming construction season and to initiate the new policy the following year. Concerned about losing your job, you lie and say that you had not collected any money. You feel it would be impossible to collect the money for the upcoming project year as the change in policy had already been announced in the local press.

In the meantime, the director investigates and finds that the money has indeed been collected and subsequently returned. In his opinion, this was contrary to a direct order. You admit lying but claim that you had merely followed the wishes of the elected officials. The director gives you a pink slip thus terminating your employment with the Village. You decide to appeal the decision to the assistant administrator.

Now imagine you are the assistant administrator. What should you do? Was the director right to fire the employee for her behavior? Was the director acting out of his anger at having his decision overturned? Was the employee acting in the best interest of the community? Is it sometimes ethical to disobey an order when you feel it is the right decision? Should the employee have been disciplined?

—based on a real case. Name of submitter withheld by request.

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Stand Where Things



Improving Homeland Security Focus of DCC's 2002 Grant Program

Franklin, TN—Dialogic Communications Corporation (DCC) announced today it has established the 2002 Homeland Security Grant Program. The Homeland Security Grant Program is open to all city and county law enforcement agencies and fire departments, campus law enforcement and state and local government emergency management agencies, operating in the United States, regardless of size or population served. The deadline for application submission is September 15, 2002, with three of the company's high-speed notification systems being awarded in mid-November 2002.

"As a result of 9/11, public safety agencies' operations across the nation have been given a mandate to create or improve emergency response and notification plans," said Rick Wimberly, DCC's director of public safety/homeland security. "We recognize this need at DCC, and want to help by providing technology, free of charge, that an agency can use as the foundation of a comprehensive homeland security plan in its region."

DCC's grant program was established in 2001, awarding systems to the Sheboygan Police Department (WI) and Utah's Valley Emergency Communications Center, the nation's largest safety network. The 2002 grant program was modified and expanded in light of the tragic events of September 11, 2001, focusing more on homeland security initiatives.

The company's 2002 Homeland Security Grant Program will lead to three system awards to public safety operations serving a population of less than 100,000; 100,000 to 1,000,000; and more than 1,000,000 (based on 2000 U.S. Census data). DCC grantees will receive the complete high-speed notification system, installation and a one-year maintenance and support contract. Although for-profit organizations are not eligible to apply, DCC encourages applicants to partner with outside groups.

"DCC also will benefit by receiving invaluable information that can help the company build upon its technology and, consequently, improve homeland security for our clients nationwide," Wimberly added.

DCC's high-speed notification technology is proven to automate emergency communication procedures with response teams and local residents. It contacts individuals by phone, pager, fax and e-mail; delivers incident-specific information or potentially life-saving instruction; confirms message receipt and prints/faxes reports outlining call-out results. Using this technology,

agencies have achieved tremendous results nationwide in terms of public safety, speed, accuracy, cost savings and efficiency. DCC's 2002 Homeland Security Grant Program opens the window of opportunity to even more operations to take advantage of the technology's numerous benefits to first response operations.

For an application, please e-mail, rick.wimberly@dccusa.com. Include a contact name and title, the agency name, address, phone and fax number. Any history, if any, with this type of technology, would be appreciated.

A review committee made up of DCC's director of public safety/homeland security, DCC customers and an outside grant consultant will select the recipients. For more information, call 800.723.3207 or visit www.dccusa.com.

Leading Work-Life Companies Announce New Telecommuting e-Courses

Minneapolis—Work & Family Connection, Inc., the nation's only work-life information clearinghouse, announced that an alliance with Gil Gordon Associates, a leading telecommuting consultant, has produced the world's only web-based e-learning courses on how to telecommute, and manage telecommuters, successfully.

Companies report saving as much as \$10,000 per commuting employee, according to the International Telework Association & Council, with an average 63-percent reduction in absenteeism per teleworker. And more companies are responding to employees who want to work from home; the latest Society for Human Resources Management (SHRM) survey of its 165,000 members found the number offering telecommuting grew from 20 percent to 37 percent in the past four years, the biggest jump of any flexible work arrangement.

Says Susan Seitel, president of Work & Family Connection, "These courses are designed to be colorful and engaging, as well as substantive and practical. 'Managing Telecommuting: A Guide For Remote Managers,' offers managers and supervisors a complete, easy-to-follow manual, beginning with choosing the right person for telework. They'll understand the basics of remote management, how to set goals and evaluate success and keep their telecommuters linked to the office and on the career track. And there's a whole module devoted to planning with their teleworkers, and anticipating and resolving challenges."

"A Guide for Telecommuters' begins with a self-assessment to help staff decide if telecommuting is for them, and a sample proposal that helps them think through the steps involved. A special software package allows them to design their home office, and a family council meeting presents typical reactions and questions (one child asks, 'Did you get fired?' and another wants to know if she can play in the house

when Daddy is working) and suggests appropriate answers. Remote workers will practice setting work priorities and resolving challenges."

Each course can reside on an employer's own Intranet, or on a special, password-accessible page on Work & Family Connection's server. Each will take about two hours, can be completed all at once or over time, and can be done when an individual's schedule allows. Says Seitel, "No one can match Gil Gordon's telecommuting expertise. We were thrilled to have him as a partner, at a time when telecommuting is taking the country by storm." Congress recently passed legislation mandating that 25 percent of eligible workers be offered the option of working from home or a satellite office part of the time, and more than 16 million people now work at least part time from home. Adds Gordon, "Telecommuting works. The job gets done, and most telecommuters are more loyal, more committed and equally if not more productive. But it's not business as usual. We designed these two guides to make it succeed, taking managers and staff through every step of the telecommuting process."

The courses can be previewed by e-mailing Training@workfamily.com or calling 800-487-7898.

American University's School of Public Affairs Announces Award Winners

Washington, DC—Victor J. Ferlise, deputy to the commanding general in the Department of the U.S. Army Communications-Electronic Command, and Kenneth M. Pusateri, general manager of the Defense Nuclear Facilities Safety Board, have been selected as the 2002 recipients of The Roger W. Jones Award for Executive Leadership, which is presented annually by the School of Public Affairs at American University.

On September 24, William M. LeoGrande, acting dean of the School of Public Affairs, will host a ceremony to honor these two federal career executives, who have demonstrated the same commitment to excellence, leadership, and professional development as the man for whom this award is named. After the awards presentation the awardees will address the topic of, "September 11th—Impact on Agency Management Actions: People, Policies, Priorities, Processes."

This is the 25th year that the award named for Roger W. Jones has been presented. Jones epitomized the best among career executives through his service in government operations and as a consultant to four presidents. In addition to being a former professor in the School of Public Affairs, Jones was a public servant who greatly influenced the improvement of government service through his commitment to the education and training of managers and executives.

For more information on the award recipients or the award itself, contact Heather Finneran at 202-885-2942.

If you have a press release appropriate for "Where Things Stand," contact Jess Price at 202-585-4314, or jprice@aspanet.org.

Building Good Governance: Reforms in Seoul

Edited by Marc Holzer and Byong-Joon Kim, *Building Good Governance: Reforms in Seoul*, published by the National Center for Public Productivity and the Seoul Development Institute, contains as cases the reforms which Seoul planned and administered. It addresses the impacts of those reforms as well as difficulties and problems in the implementation process. As there has rarely been such analytical and comparative information available on reform cases in the Asian region, this book should prove to be an invaluable contribution to the countries which plan to promote similar reforms. The book consists of four major sections: enhancing transparency, improving integrity, upgrading responsiveness and increasing productivity. In the volume, there are discussions as to the background and the application process, the problems discovered in the application process, the efforts to overcome those problems, and the program effects of the specific reform projects.

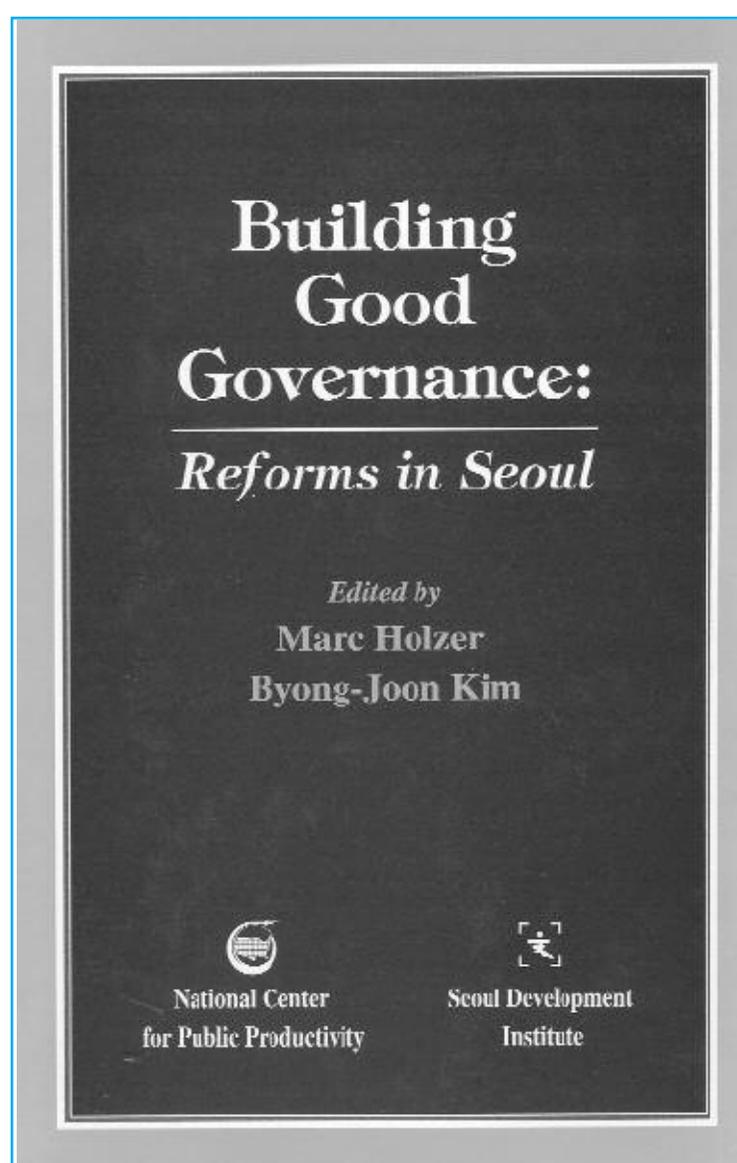


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As pointed out by Holzer and Kim, Western concepts and models of administrative reform were not always applicable to the case of Seoul. The resulting adaptations and answers to the difficult questions involved in the effort to reform the city may assist other cities in other parts of the world.

—**Ari Halachmi**, Professor
Institute of Government
at Tennessee State University

Ordering information:

Checks payable to National Center for Public Productivity, Rutgers University, Grad. Dept. Public Admin., Rutgers U.-Newark, 360 King Blvd., Newark, NJ 07102.
\$45 per copy, plus S&H: \$10 U.S. and Canada or \$20 Internationally
Information: pubadmin@andromeda.rutgers.edu or <http://newark.rutgers.edu/~ncpp>

This book is an important contribution to the literature about governmental reform, and should be of interest to public administration practitioners and scholars concerned with the effectiveness and openness of governments.

—**Glen Hahn Cope**, Dean
College of Public Affairs and Administration
University of Illinois at Springfield

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ASPA TIMES

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One Year Later: ASPA Members Reflect On September 11, 2001

September 11, 2001, is a day and an event that everyone in the United States and many people around the world will remember as a tragedy, a milestone, a cataclysm that is never to be forgotten. Like many times before, we'll all remember where we were and what we were doing when we saw and heard the news, and whenever we remember, we'll

be reminded of the tremendous courage, loss, honor, sacrifice, and service to the public exhibited on that one day, and for many days afterwards.

There have been other historical events with this kind of impact. The first musket shot that started the American Revolutionary War wasn't shown live on CNN, but it has had far-reaching results.

The cannon fire that started the Civil War. The telegraphic broadcast of the golden spike connecting east and west by the transcontinental railroad. The bombing of Pearl Harbor on December 7, 1941. The assassinations of President John F. Kennedy, the Reverend Martin Luther King, Jr., and Robert Kennedy. The launch of Sputnik, and Neil Armstrong's walk on the moon. The bombing of the Federal Building in Oklahoma City. And now, September 11, 2001.

September 11 is a "day that will live in infamy," like Pearl Harbor, and a day that through tragedy and loss has also inspired many to greater dedication to and appreciation of public service. The terrorism of September 11, 2001, has changed our lives, and made us stronger in our dedication to public service for the greater good, in honor of those at the World Trade Center, at the Pentagon and on the airplanes at those sites and in Pennsylvania on that day. Your dedication to public service as ASPA members shows clearly in the following commentaries on the events of September 11, 2001. Thank you for your commitment to public service, and for sharing it with us.

-Glen Hahn Cope, ASPA president

I'm not sure I remembered to say, "Thank you" to many people, some who were strangers, and some who I'll never see again, the Marines, Navy personnel, the contractors and the civilians that work in the Navy Annex, "next door" to the Pentagon.

On the morning of September 11, I was in a meeting in the Navy Annex and did not hear about the tragedy that was unfolding at the World Trade Center. My first warning was a loud thud, but since we were in a construction zone, I dismissed the noise as common to the construction noises we routinely heard. Minutes later, the fire alarm sounded.

As we exited the building, the director's secretary and a colleague quickly briefed me about happenings in New York and the Pentagon. Of course, the "thud" I had heard was the plane smashing into the Pentagon on the side we worked on. As we evacuated, the billowing, black smoke and flames on the roof verified that we were under attack.

At first, in shock, people stood around in the street wondering what to do. Many Naval personnel raced down the hill to help victims at the Pentagon while the Marines formed into units and prepared for

a defensive response donning camouflage uniforms and weapons.

Shortly after we evacuated, we were told to go into Arlington Cemetery and get as far away from the building as possible. Although we didn't know it at the time, I now suspect this was because the fourth airplane was in the air and we didn't know its intended target. To get into the cemetery, it was necessary to go over a stone wall about three feet tall on our side, but with a six-foot drop on the other. "Thank you" to the Marines who jumped the wall, picked me up, and handed me and several other people into the safety of Arlington Cemetery. From there, we watched a blue and white helicopter circling overhead and saw the fighter planes that were launched in pursuit of the fourth hijacked airplane. "Thank you" to the pilots and crews who watched over and protected us.

I moved toward a group making telephone calls on their cell phones. I had been trying to call my own family without success. One of the men, a civilian Marine—that's what the Marines call their civilian employees—was successful in getting through, allowing me to advise my family that I was safe. "Thank you," civilian Marine.

By this time, the FBI, the emergency vehicles, the ambulances, the firefighters and the police arrived to deal with the disaster at the Pentagon. There is no "Thank you" big enough for these dedicated first responders.

When we were finally able to leave Arlington Cemetery, the Marines opened the Mutual Aid Society at Henderson Hall where a retired Navy admiral was giving directions about where to get water, use the restrooms and make telephone calls. I remember thinking this was an unusual job for a retired admiral, but I truly appreciated his service and his care!

Finally, I arrived home to numerous calls and emails. It was reassuring to know that while there was so much evil in the world, there were also so many people who cared and were willing to help.

If I didn't say "Thank you" then, I'd like to say it now!

-Denise Wells

In my comments published in the October 2001 issue of *PA TIMES*, regarding the September 11 attacks, I expressed the hope that finger-pointing and rhetoric could be



Photo by Larry Lerner / FEMA News Photo

An aerial view of Ground Zero shows the enormous progress made on clean-up of the site six months after the World Trade Center attack.

ASPA Members' Perspectives on September 11, 2001

From REFLECTIONS, pg. 15

avoided and, instead, that efforts would be made to identify deficiencies that enabled the attacks to take place and provide the financial, organizational and political support to correct them and to enable us to respond to future crises. From reports in the news media, I conclude regretfully that these hopes have been met only partially. Despite many positive security measures which have been put in place, and despite the heroic efforts of those who cleared the wreckage in New York City and Washington, DC, and despite the wonderful work done on so many fronts by emergency management personnel, active and reserve military personnel, volunteers, firefighters, police, medical and other governmental personnel and by the private sector, there still seems to be a lack of focus as to how homeland security should be achieved. Unfortunately, some of the security measures were ill-advised or unproductive. Unfortunately, there is still political rhetoric and wrangling over how the effort should be directed and organized at the top, how funds are to be allocated, how personnel are to be employed and other bureaucratic matters. How much time do we have before we may suffer more terrorism? Can we put aside the rhetoric and wrangling? I hope so.

-Arnold Grushky

One year ago, after September 11, I wrote: "I'm sad—I'm mad. The innocent men, women, and children who were the victims of these evil, abhorrent acts cannot and must not be forgotten. We must comfort their family and friends and find those who perpetrated these unspeakable acts and bring them to justice. Nothing more, nothing less will suffice." I stand by these words one year later. I remain sad and am disheartened by the inability of our nation to bring all

involved to justice. And, I am chagrined somewhat by the message from our national leaders to "return to normalcy"—get on with your life, they tell us. The war on terrorism has become surreal, something beyond the ordinary in which we are asked to live it up and sacrifice little.

It is certainly refreshing to hear and believe that public service has once again become an honorable calling in the eyes of young people and the public at large, surely a legacy of the heroic deeds of airline passengers, police, firefighters, EMS workers and the men and women in uniform on September 11. Yet, it is disquieting to feel that neither our wartime president nor the Congress has embraced with any vigor or surefootedness the desire by many to answer the call of public service.

ASPA can and must fill this void, as its signature line is to "serve the public," as our Code of Ethics so proudly proclaims.

-Don Menzel

It was Somebody's Spouse,
It was Somebody's Child,
It was Somebody's parent,
It was Somebody's sibling,
It was Somebody's friend,
It was Somebody's coworker,
It was Somebody's classmate,
It was Somebody's neighbor,
It was Somebody's customer,
It was Somebody's employee,
It was you,
It was me.

For we are the United States of America.

One nation, under God, indivisible.

So when one of us dies, a part of all of us dies.

But all of us will make sure that nobody does this to anybody in this country again!

For we believe in liberty and justice for all.

-Joyce Heffington

New York City and Washington, DC, to Hold Memorial Ceremonies on September 11, 2002

On the one-year anniversary of the terrorist attacks of September 11, 2001, New York City and Washington, DC, will honor those lost and those who became heroes in memorial ceremonies.

Washington, DC

At 9 a.m. on September 11, 2002, a one-hour ceremony will take place at the Pentagon, at the Phoenix Project site, which is the area damaged in the attack. While not open to the public, this ceremony will include addresses by President George W. Bush, Secretary of Defense Donald H. Rumsfeld and Chairman of the Joint Chiefs of Staff Gen. Richard B. Myers. Additionally, the flag flown on the side of the Pentagon after September 11, 2001, will again be raised, and a moment of silence will be held at 9:37 a.m., the time that American Airlines Flight 77 hit the Pentagon last year.

In addition, Washington, DC, will hold a candlelight vigil at 7:15 p.m. at Freedom Plaza in downtown Washington. This memorial is open to the public, and DC Mayor Anthony A. Williams and several other city officials will preside over it.

New York, NY

The City of New York will hold extensive memorial activities beginning early in the morning on September 11, 2002, when separate processions of bagpipers will leave each of New York's five boroughs to convene at the World Trade Center site. The ceremony itself will begin with a moment of silence at the time the first airliner struck, 8:46 a.m., and will last 102 minutes, the amount of time before both towers fell.

New York Governor George Pataki will recite the Gettysburg Address, and New Jersey Governor Jim McGreevey will read from the Declaration of Independence. Between the readings, former mayor Rudolph Giuliani and relatives and coworkers of those who died will read the names of all 2,823 victims at the site. "Taps" will be played, and the ceremony will conclude at 10:29 a.m. with the ringing of bells at houses of worship across the city.

During the rest of the day, family members of victims will lay down roses at ground zero for later use in a permanent memorial. Candlelight vigils will be held in each borough that night.



Photo by Jocelyn Augustino/FEMA News Photo

A sign outside of the Pentagon shows the countdown to September 11, 2002, when it is expected that work will be completed at the site.



Photo by Jocelyn Augustino/FEMA News Photo

Construction workers continue work on rebuilding the top of the Pentagon.

Elections and the Future of ASPA

PRESIDENT'S Column
Glen H. Cope



As fall approaches, many ASPA members are beginning to observe campaign advertisements in the local media, an abundance of state and local candidates shaking hands at county and state fairs or on their doorsteps, and other unmistakable signs that we're once again entering the election season. As we prepare for local, state, and congressional elections in the United States, it seems appropriate also to think about ASPA elections and their role in the future of ASPA.

Unlike in many of our counterpart professional organizations, ASPA elections are competitive. This means the process is open to all who want to participate, and there will always be winners and losers, just as there are in national, state and local elections. Since our founding, many

ASPA members have believed that ASPA values such as democracy, openness, representation and diversity are served best through competitive nomination processes and elections.

There are advantages and disadvantages to competitive elections. One advantage is the opportunity for any member to run for election to the ASPA National Council, or for vice president. This practice probably enhances diversity in our leadership and governing bodies, and, as a result of the appointments made by the elected officers, in our steering groups and action teams. The diversity of ASPA's membership and leadership is important to us as an organization. ASPA includes practitioners and academics, local, state, federal, non-profit and private sector professionals, seasoned public administrators and new professionals, members from diverse ethnic and racial backgrounds, men and women, members from the United States where we began, and increasing numbers of members from around the world. We have chapters in many locations around the United States and sections that operate nationally and internationally. What we all have in common are shared values, including excellence in public administration, public service, diversity, openness and transparency and democratic processes.

Another advantage of competitive elections is the promotion of democratic governance, which many people believe is enhanced by competition and limited by the lack thereof. Our policies require that there be two or more candidates for vice president, thus requiring that election to be competitive. ASPA policies also require competition in National Council district elections whenever two or more members' names from a district are submitted to the Nominating Committee.

In practice, this means that most district elections are competitive, although sometimes only one candidate is available. Overall, contested elections may have resulted in more diversity in our officers and National Council membership than might have occurred otherwise. Contested elections may also have enhanced officers' and council members' understanding that they represent the ASPA membership in their deliberations. Although it's probably impossible to measure this with any certainty, contested elections do seem to be consistent with the practice of democracy in organizational activities that has been highly valued by many ASPA members.

Competition also has disadvantages. When elections are contested there are inevitably winners and losers. It is disappointing to lose ASPA elections, just as it is to lose in other competitions. While many ASPA members who lose elections may go on to win other ASPA elections in later years, as I did, this possibility is of little comfort at the time the election results are announced. Some outstanding ASPA members aren't willing to be nominated for ASPA National Council or vice president because they don't want to risk losing. Luther Gulick, one of ASPA's founders, was concerned about this problem. As quoted in a January/February 1975 *Public Administration Review* (PAR) article by Don Stone that described some of the founders' deliberations during the creation of ASPA, Gulick said, "I think you will have nothing but trouble from requiring that there be two nominations for the offices of president and vice president. It is hard enough to get anybody to run, without getting somebody else to run for the purpose of being defeated." This aversion to risk almost certainly influences some potential leaders not to run, and results in less diversity of all types in ASPA

candidates. ASPA benefits greatly from good candidates who are willing to take the risk of running and losing, and we have been fortunate through the years that strong, highly effective leaders have been elected. Even so, Gulick's concerns from the early twentieth century are still an issue at the beginning of the twenty-first.

As we revise the ASPA strategic plan this year and develop ASPA's future, one of the issues we need to consider is how to maintain our strong values of democratic processes, openness, diversity, and representation in light of the downside of competitive elections that may discourage many members from considering serving ASPA on National Council or running for vice president. As ASPA's election season begins, it is important for us to consider both their potential contributions and the risks the candidates for National Council and vice president are taking by participating in competitive elections. We can be supportive of their efforts by reading and thoughtfully considering their statements, by voting in the elections, and when the results are announced, by affirming the contributions of both the winners and those who don't win this year, but still have great contributions to make for the future of ASPA. We can also be supportive of ASPA's future by considering what form future ASPA elections should take that will both uphold our strong democratic values and result in the election of excellent ASPA leaders.

gcope@aspanet.org

Have you recently had a book published and would like to see it listed in *PA TIMES*?

Submit the title, publication information and a brief summary to Jess Price at jprice@aspanet.org



Now Available from ASPA Members:

The Accountable Juggler: The Art of Leadership in a Federal Agency, by Beryl A. Radin, published by CQ Press.

This book describes the competing accountability demands placed on a manager against the background of the U.S. Department of Health and Human Services.

Managing Human Resources in the Public Sector: A Shared Responsibility, by Gill Robinson Hickman and Dalton Lee, published by Harcourt-Brace.

This book is written for the large number of public administration practitioners and students who are interested in becoming department managers in

various areas of government service. It emphasizes the interdependence between the human resource department and line managers in implementing personnel functions. It also provides enough background and history about human resource management in the public sector for line managers to appreciate why the field functions as it does.

Now Available from Other Authors:

Managing Emotions in the Workplace, edited by Neal M. Ashkanasy, Wilfred J. Zerbe, and Charmine E.J. Hartel; published by M.E. Sharp.

This book offers insight into emotions in organizations and how they impact change, interpersonal relationships, and work design. Based on research studies for managers, the book is designed to help practitioners and consultants as well as scholars and students.

Popular Justice: Presidential Prestige and Executive Success in the Supreme Court, by Jeff Yates, published by the State University of New York Press.

This book examines the interaction between the presidency and the U.S. Supreme Court, particularly the role of a

president's public prestige on that relationship. Three discrete case studies are explored in this book.

Rich Democracies: Political Economy, Public Policy, and Performance, by Harold L. Wilensky, published by The University of California Press.

This book details 30 years of research into the similarities and differences between 19 rich democracies, looking at where they are now and how they will develop in the future.

Directory of U.S. Labor Organizations, 2002 Edition, published by BNA Books.

This book offers a complete directory of private- and public-sector unions and union leaders. It supplies key information on 157 national and international unions.

IPMA Interview Guide, Second Edition, published by the International Personnel Management Association.

This guide provides some legal and philosophical guidance for any member of an interview team. The guide offers questions to highlight and to avoid, legal implications, and guidelines for post-interview processes.

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From the **Executive Director**
a column by ASPA Executive Director Mary R. Hamilton

A Tribute to ASPA Staff

In this issue of *PA TIMES* we are remembering the attacks of September 11, 2001, and honoring the victims, their families and friends, and the heroic public servants who rushed to the rescue and stayed to search for survivors.

I intend this column to be a tribute to the ASPA staff.

When I say ASPA staff I am not including myself. I was not in Washington, DC, on September 11. My husband and I were in upstate New York, 150 miles north of the Twin Towers, in a cabin on a lake. We were two days into our annual vacation, preparing to leave shortly for Maine. When we heard the awful news, I tried to call the ASPA office and couldn't get through. I learned later that Pat Yearwood, ASPA's senior director for database management and member services, and Darryl Townsend, director of finance, had decided to close the office early and waited for other staff members to arrive to make sure everyone knew what was happening. They had been in touch with Erik Bergrud, ASPA's senior director for e-organization development, who telecom-

mutes from his home in Kansas City, MO, whom I could contact. Erik and Pat were in charge in my absence.

At the time I was trying to reach them, the staff was trying to get home. And it was a terrifying ordeal. Several were caught in horrible traffic jams, listening to the radio, hearing (erroneous) reports that there were fires on the National Mall, expecting at any moment to see a plane fly into the Capitol dome while they watched helplessly from the middle of wall-to-wall cars. And I learned that most of them had to go far out of their way to get home that day (e.g., all the way north into Maryland before they could go south to Northern Virginia). But they took care of each other and everyone got home safely.

I spent the afternoon calling each of them, and between Erik and I we finally learned that they were all safe. I told Erik and Pat to make sure everyone knew that they should not go to work the next day. Then Erik and I and then ASPA president Dan Ahern spent some time on the telephone developing a message, which was posted on the ASPA web site and sent via email to

ASPA members, stating our position on the attacks and our faith in the resilience of the American people. For several days, Erik worked feverishly to keep people informed, to try to make contact with people who were in the attack zones, and to notify ASPA members when he learned that specific people were safe.

Christine McCrehin and Courtney Klein, in the communications department, decided, in consultation with the rest of the staff, that they had to scrap the October issue of *PA TIMES* and do an issue that reflected this horrific event and the amazing public servants who sacrificed their lives. The whole staff worked to redo the issue in two short weeks. And the issue was the best tribute that ASPA could hope for.

The month after September 11 was very difficult. ASPA's headquarters office is halfway between the White House and the Capitol and right on top of the major hub of the DC Metro system, Metro Center, in the "target zone." As if that weren't enough, within two weeks of the attacks we were once again under siege. Our post office, Brentwood, was the first facility in

Washington to process an anthrax-contaminated letter. Suddenly ASPA staff didn't know if they were safe doing the routine job of opening their mail. We got masks and gloves. Staff went to local hospitals for the antibiotics, but those were reputed to have very unwelcome side effects. Fortunately none of the staff got sick.

As we became more secure about our mail, it stopped coming. Since Brentwood was shut down (and still is), our mail was reportedly being sent to Ohio and elsewhere to be irradiated. We got mail months late or not at all. We still don't know what we are missing.

This, of course, had severe consequences for our revenue collection. Now, in the spring and summer of 2002, we are feeling the effects of the economic downturn and of our members' organizations' severe budget cuts. Yet this incredible ASPA staff continues to be upbeat, creative, and responsive. I hope you appreciate them as much as I do!

As always, I welcome your comments mhamilton@aspanet.org or 202-585-4307.

ASPA Announces 2003 National Council Slate

ASPA's Nominating Committee recently selected a slate of candidates for seats on ASPA's National Council.

Don Menzel and William Solomon were selected as vice-presidential candidates. The person winning the vice-presidential seat will assume the presidency in 2005.

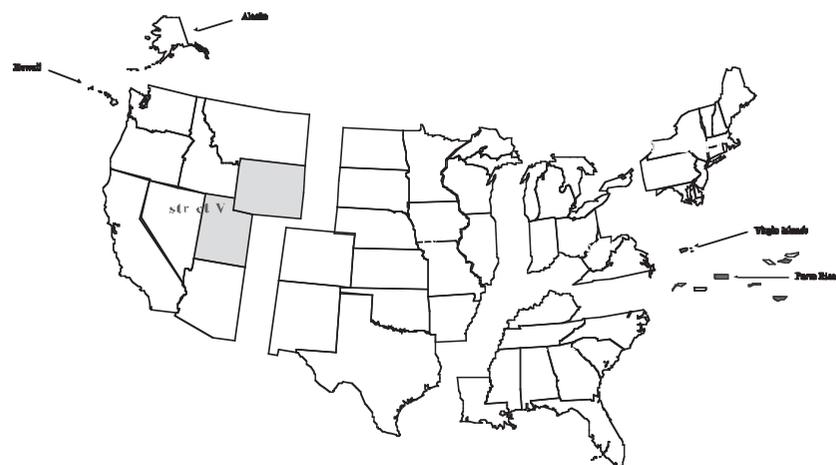
Richard Moore
Electoral District 1—Connecticut; Delaware; Maine; Maryland; Massachusetts; New Hampshire; New Jersey; New York; Pennsylvania; Rhode Island; and Vermont

Jane Beckett-Camaratta
Electoral District 2—District of Columbia; Indiana; Michigan; Ohio; Virginia; Virgin Islands; Puerto Rico; and West Virginia

Carole Jurkiewicz
Anne Osborne Kilpatrick
Electoral District 3—Alabama; Florida; Georgia; Kentucky; Louisiana; Mississippi; North Carolina; South Carolina; and Tennessee

Alan Bojorquez
Electoral District 4—Arkansas; Colorado; Illinois; Iowa; Kansas; Minnesota; Missouri; Nebraska; New Mexico; North Dakota; Oklahoma; South Dakota; Texas; and Wisconsin

Dianna Noli Hill
Electoral District 5—Alaska; Arizona; California; Hawaii; Idaho; Montana; Nevada; Oregon; Utah; Washington; and Wyoming



ASPA ELECTION CALENDAR

2002	Deadline for receipt of ballots
October 14	January 21
Petition period for nominees closes	Ballots counted
November 18	February 10
Ballots mailed	Appeals period for elections ends
2003	March
January 16	Election results announced in PA TIMES

Would you like to submit an article to ASPA TIMES?

Contact: Jess Price, jprice@aspanet.org
(202) 585-4314

PAR Special Issue on September 11

*Limited number of copies
available, purchase now!*

All ASPA members and current subscribers to PAR will receive a copy of the *Public Administration Review September 11 Special Edition* along with their copy of the September/October 2002 issue of PAR. However, if you would like to purchase extra copies of the special edition, either for yourself or classroom use, please contact:

Darryl Townsend
202-585-4308 or
dtownsend@aspanet.org

*Cost: \$30 per copy or ask Darryl
about discounts on bulk purchases*

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ASPA Member Takes Part in National Forum on Terrorism

Karen L. Bune

The National Criminal Justice Association (NCJA), based in Washington, DC, sponsored a national forum on terrorism that was held in Breckenridge, CO, in July 2002. Entitled "Security and Justice in Times of Terrorism: The Criminal Justice System's New Challenge," it brought together a national group of participants and an audience from across the United States.

Governor Mike Leavitt of Utah gave the opening speech. In his remarks, he clearly and concisely pointed to the reality of terrorism and the enormity of the tasks ahead that professionals face in their responsibilities to deal with all aspects of terrorism. He stated, "The threat is real. We are all soldiers in a war. It is time for us to act collectively and aggressively. The process of organizing this is reshaping our government. It is about redefining our national governmental scheme." In speaking of the terrorist mind, Governor Leavitt continued, "The Western mind does not understand fanaticism, especially when it wears a suit. They are in the United States today. They watch our response, and they change theirs."

Projecting the efforts that lie ahead, Governor Leavitt explained that it is important to begin looking at state systems coupled with the creation of a national homeland security plan. He further stipulated it is critical to respect the autonomy of contributing entities that transcend branches and levels of government and leverage existing systems and networks. Governor Leavitt suggested that the criminal justice system is "a great place to model the situation." He inspired the group to think about organizing a charter group or organization of states that

would volunteer to build scalable areas that can expand and be replicated in state enterprises. He emphasized, "Homeland security is really hometown security."

It was an honor for me to be an invited participant at this forum. I served as a speaker on two panels entitled "Responding to Victims' Needs" and "Lessons Learned." Other panels covered various topics including the response of the Office of Justice Programs, inoperability in times of crisis, planning for crisis, legislative response to terrorism, emerging technology for counter terrorism, investigation and prosecution of terrorism, bio-terrorism, and emergency management.

This forum was popular and well attended by professionals from varied sectors of the criminal justice system including law enforcement, public safety, victim services, top officials in the U.S. Department of Justice, the Executive Office of the President, FEMA, Center for Disease Control, public health, attorney generals, and technology, among many others.

It was a rewarding experience for serious, conscientious professionals nationwide to gather together to share information, obtain new knowledge, and discuss ideas, policies, programs, and plans to improve and enhance the nation's response to the very real and unrelenting threat of terrorism. It was my pleasure and privilege to be a part of this proactive national effort.

ASPA member Karen L. Bune is a victim services professional, a consultant on victim issues for the U.S. Department of Justice, and an adjunct professor at George Mason University in Fairfax, VA, where she teaches courses in victimology. E-mail: kbune@vacao.com

Members on the Move

Guy B. Adams and Danny A. Balfour—have received the 2002 Best Book Award from the Social Issues in Management Division of the Academy for Management for their book, "Unmasking Administrative Evil."

John G. Bretting—has accepted a position in the College of Charleston department of political science in Charleston, SC.

Ted Carter—has been appointed by Washington, DC Mayor Anthony Williams as his new campaign manager.

Laurie DiPadova—accepted an offer from Northern Kentucky University to serve as the founding director of the newly formed and endowed Scripp-Howard Center for Civic Engagement.

Stuart S. Grifel—recently received the designation of certified internal auditor from the Institute of Internal Auditors.

Martin Monica—was selected as the new chief of police in the city of Parlier, CA.

Rex Reed—has been promoted at the Nevada Department of Corrections to the position of administrator, Offender Management Division.

Carl Stenberg—has been named by Governor Parris Glendening to lead the first study commission on public financing of campaigns in Maryland.

Mary M. Timney—has been appointed professor and chair of the department of political science at Pace University.



ASPA-Nebraska
announces the:

Disrict IV Midwest Conference
October 24-26, 2002

Omaha, Nebraska
DoubleTree Hotel Downtown
1-800-222-TREE

(conference rate \$119 single/\$129 double until 10/10/02)

Featuring local, regional, and national practitioners and scholars from public and nonprofit fields addressing the theme of: Critical Emerging Issues in the 21st Century.

Registration Fees:

	Before 10/10/02 (ASPA member)	Before 10/10/02 (non-member)	After 10/10/02 & On-site— All
General	\$85	\$100	\$110
Student	\$40	\$45	\$50

More information available at:
www.aspa-nebraska.org

Or contact Rick Noyes at rnoyes1348@aol.com
or (402) 475-2795.



Chapter/Section News

San Francisco Bay Area Chapter Presents First Gloria Nordin Scholarships

Jess Price

Earlier this year in Phoenix, AZ, five MPA students attended the 63rd ASPA National Conference thanks to the San Francisco Bay Area Chapter's Gloria Nordin Scholarship. The 2002 recipients of the Gloria Nordin Scholarship were Donna Hom, Karen Wong, Kim Wade, Vera Porter and Lisa Rosales, all students working toward their MPAs at California State University.

The scholarship, established this year, is named for San Francisco Bay Area Chapter former president and longtime ASPA member Gloria Nordin, who passed away in November of 2001. Born in Birmingham, AL, to a schoolteacher and a painter for the Birmingham Housing Authority, Nordin was exposed at an early age to the fair housing issues that she would champion throughout her life and her career.

Nordin graduated from Xavier University in New Orleans and worked for 30 years with the Department of Housing and Urban Development (HUD) in Fair Housing and Equal Opportunity (FHEO).

Her fight for fairness in housing was not limited to her professional life, however, as Nordin (under her then-married name) filed suit against a landlord who denied her housing because of her race. She eventually won the case on appeal. Known as *Smith vs. Alder*, the case would become one of the landmarks in housing discrimination law.

Second only to her belief in fair housing was Nordin's belief in public service. After moving to California in 1987, Nordin became active in the San Francisco Bay Area Chapter, volunteering initially and eventually working her way up to serve as president. Over the years, Nordin routinely encouraged others to become involved with ASPA. It is in this light that the San Francisco Bay Area Chapter presented this year's scholarships.

"My personal gain from the conference is beyond the academic," says scholarship recipient Donna Hom. "I not only heard many valuable explorations on theories and reports about practices, but also met people from various organizations to whom I am writing e-mails. My hope is that we will continue to exchange informa-

tion and that through exchanges we will learn, develop and refine public administration's best practices."

Hom's fellow scholarship recipients agree with her assessment of the conference. For Karen Wong, the conference "provided academic growth and understanding to sensitive and pressing issues we must confront, an opportunity to examine different social realities and it provided a network of resources that can and will help better prepare me in my strides to expanding my educational objectives and becoming a better public servant."

These experiences are precisely what the San Francisco Bay Area Chapter had in mind for these students. The chapter selected this year's scholarship recipients in honor of Nordin's career and her dedication to encouraging others to participate in ASPA. The chapter hopes to build the scholarship fund to continue offering Gloria Nordin Scholarships in the years to come. Contributions to the Gloria Nordin Scholarship Fund may be sent to SFBAY ASPA at 530 Divisadero St., #170, San Francisco, CA 94117.



Gloria Nordin was a lifetime advocate of equal opportunity, fairness and public service.

Jess Price is communications associate at ASPA. E-mail: jprice@aspanet.org

Public Administration Review Most Frequently Cited Journal in PA

From PAR, pg. 1

sive coverage of the world's most important and influential research." On an annual basis, ISI evaluates nearly 9,000 international journals in the sciences, social sciences and arts and humanities. This evaluation process is guided by a number of factors, including discipline-specific citations, overall citation rate, impact and an immediacy index. PAR consistently ranked among the top 10 in all categories.

Larry D. Terry, PAR editor-in-chief, said he was "pleased with the journal's rankings." Terry also stated "the number one ranking, in particular, was good news for PAR authors because it provided an independent assessment of the quality and impact of their work on the field."

Most Frequently Cited Public Administration Journals, 2001

	Total # of Citations
1. Public Administration Review	825
2. Philosophy and Public Affairs	541
3. Public Administration	383
4. Journal of Policy Analysis and Management	365
5. Journal of European Public Policy	309
6. Journal of Social Policy	299

7. Policy Sciences	245
8. Environmental Planning, E-Government and Policy	243
9. Policy and Politics	218
10. Public Interest	213

For more information on ISI and a complete list of journal rankings, visit www.isinet.com.

Do you know a chapter member who should be profiled in ASPA TIMES?

Send their story to Jess Price at jprice@aspanet.org.

Corrections

In "Beijing Hosts First Sino-U.S. International Conference on Public Administration" in the August 2002 issue of PA TIMES, a photo was identified as China's chief minister for their Council of Ministers. The minister's name is Zhongyu Wang.

Additionally, the photo below was identified as the participants of the First Sino-U.S. Conference on Public Administration at Renmin University of China in Beijing, China. The photo actually shows the participants of a conference at Huazhong University of Science and Technology in Wuhan, China.



The Site to See www.aspanet.org



The following are new ASPA members, or have rejoined ASPA in the month of July 2002.

Robert Carreira	Arizona	Jaime Robinson	National Capital Area
Jill Fowler	Arizona	Brian Whalen	National Capital Area
Georgiana J. Meeks	Arizona	Linda Wood	National Capital Area
David J. Taylor	Arkansas	Tim L. Dempsey	Nebraska
Tina Gay Allen	At Large Member	Matthew D. Winfrey	Nebraska
Antonio Simancas	At Large Member	Raymond Bailey	New Jersey
Stephen R. Staffer	At Large Member	Chan-gon Kim	New Jersey
Susan Hann	Central Florida	Sarah Majdiak	New Mexico
Jill Ibell	Central Florida	Michael L. Allen	New York Metropolitan
Yoonho Kim	Central New York	Ann Ell	New York Metropolitan
Godwin C. Echikunwoke	Central Ohio	Jerome Nagy	Niagara Frontier
Wolf Hrabyk	Central Pennsylvania	Mauldin Marcus	North Florida
Michele Ruano-Weber	Central Pennsylvania	Ronald Rega	North Florida
Elizabeth A. Smith	Connecticut	Sujith N. Bolar	North Texas
Carmela J. Moore	East Georgia	Jasen Haskins	North Texas
Carl Zeilman	Empire State Capital Area	Michelle Perez	North Texas
Andrea S. Frost	Evergreen	Paul Philippe Anglade	Northeast Florida
Eric A. Carlyle	Georgia	Roger W. Liggon	Northern New Jersey
Johnanna Weathers	Georgia	Solomon Adyemo	Oklahoma
James A. Evans	Greater Birmingham	Valerie B. Bloomfield	Oklahoma
Dwight Culbertson	Greater Cincinnati	Mike R. Thompson	Oklahoma
Kathy A. Mock	Greater Cincinnati	Jim Whitlock	Oklahoma
Gerald E. O'Flynn	Greater Cincinnati	Doug Barbarino	Oregon/SW Washington
Gray W. Bradley	Greater Kansas City	Brianna Garbarino	Oregon/SW Washington
Mark Rothert	Greater Kansas City	William A. Person, II	Piedmont Triad
Bruce T. Haddock	Gulf Coast	Sharon T. McCalop	Research Triangle
Michael Maher	Hampton Roads	Aaron P. Bryant	Sacramento California
Gerri Reagan	Hampton Roads	Britt D Moore	Sacramento California
Andrew Wilks	Hampton Roads	Darrin Okimoto	Sacramento California
Kirsten A. Gronbjerg	Indiana	Heidi K. Sanbarn	Sacramento California
Joseph Tamba Koroma	Indiana	Susan M. Searl	Sacramento California
Timothy C. Voyce	Indiana	Preston J. Taylor	Sacramento California
Mark Rothert	Iowa Capital	Laurie Tremor	San Diego
Michael Sullivan	Iowa Capital	Craig Middleton	San Francisco Bay Area
Thieme Bittick	Los Angeles Metro Area	Edwin C. Thomas	South Carolina
Paul Taylor	Los Angeles Metro Area	Paul E. Miller	South Florida
Vida Wolfe	Los Angeles Metro Area	Paul Fisher	Southern Arizona
Nancy E. Randa	Maryland	Tieshka K. Smith	St. Louis Metropolitan
Debra L. Conklin	Massachusetts	Jeanine Bittinger	Suncoast
Carol J. Moreno	Massachusetts	Richard Cristini	Suncoast
Elizabeth Czyzyk	Michigan Capital	Barbara V. Fidler	Suncoast
Daniel Nelson	Michigan Capital	Gerald Reed	Tennessee
Hope M. Rollins	Michigan Capital	Patricia Kizzie	Virginia
Elizabeth S. Overman	Mississippi	Stephen Sellers	Virginia
Michael J. Barron	National Capital Area	Anne G. Klein	West Michigan
Anthony Devassy	National Capital Area		

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Ronald J. Adams
Rochester, NY





2003 Award Nomination Period Opens September 1, 2002

the Deadline
for receipt of all nominations is
October 18, 2002

Professional Recognition

Public Integrity Award

This award pays tribute to an organization, which has made outstanding contributions to responsible conduct in public service. The award will be presented to an organization that:

- Presents evidence of accomplishing, or causing to accomplish, significant programs or projects benefiting the general public and that,
- Represents any domain of public service, local, state, national, international, or non-profit.

Dwight Waldo Award

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

James E. Webb Award

This award is presented to the person(s) who gave the most outstanding paper at ASPA's National Conference.

Equal Opportunity/ Affirmative Action Exemplary Practices Award

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

A narrative, not exceeding five pages in length, will provide the basis for the nomination. Emphasis will be on achievement and results, not simply effort. The following will also apply: complexity of the problems addressed and organizations directed; severity of the problems addressed; use of original/innovative/ effective approaches; impact of contributions; contributions to the attainment of the goals of ASPA's EO/AA national policy positions.

Elmer B. Staats Lifetime Achievement Award for Distinguished Public Service

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

Paul P. Van Riper Award for Excellence and Service

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

- A distinguished and nationally recognized leader actively and continuously engaged in contributing significantly to the practice and study of public administration throughout the 10 years preceding nomination for the award.
- An exceptional innovator in the practice and/or study of personnel administration and human resource development with a focus on meeting the "human capital" challenges of the 21st century.
- An outstanding contributor for at least 10 consecutive years of service to ASPA, including previous recognition of exemplary service through

Society Awards

Chapter/Section Newsletters

These awards are given annually to recognize newsletters as a vital means of communication and a valuable service offered to chapter and section members. All chapters and sections are eligible. Chapters and sections wishing to be considered must submit three issues of their newsletters which were published between December 1, 2001 and November 30, 2002. The chapters and sections will be placed into categories by membership size and judged accordingly.

Oveta Culp Hobby Training Awards

These awards recognize chapters and sections which provide professional development to members through planned activities. All chapter and section programs presented during calendar year 2002 are eligible. Nominations should explain how the programs meet the following criteria:

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

Donald C. Stone Service to ASPA

The Stone Award pays tribute to ASPA members who have contributed outstanding services to the Society. Any individual currently an ASPA member and who has been an ASPA member for three consecutive years is eligible for consideration. Current or former ASPA presidents, the current president-elect and the vice president are not eligible. Letters of nomination may be submitted by any current ASPA member on behalf of another member and should include a brief narrative of the nominee's services to ASPA. The award will be based on outstanding service as a member or former member of the National Council; major contributions to the success of national committees; excellence in the leadership of chapters and sections; outstanding contributions to the planning and conduct of national or regional conferences; sustained effort to enhance the image of the profession through ASPA; other distinguished service to ASPA.

h an ASPA-affiliated national, section, or chapter award.

Joint Awards

National Public Service Awards (NPSA)

ASPA and the National Academy of Public Administration have established the National Public Service Awards program to pay tribute to public service practitioners, to provide recognition for outstanding individuals, and to underscore the need to have creative and highly skilled individuals as career managers of complex and demanding government functions. There is a separate nomination procedure for these awards. A brochure with complete nomination information is available by contacting ASPA. Nominations for this award must be received by **October 18, 2002**. The awards will be presented in March during ASPA's 64th National Conference in Washington, DC. Call Pharelda Scott at the ASPA office (202) 585-4311 for full information.

Charles H. Levine Memorial Award for Excellence in Public Administration

This award, presented by ASPA and the National Association of Schools of Public Affairs and Administration (NASPAA), recognizes a public administration faculty member who has demonstrated excellence in three major areas of the field—teaching, research and service to the wider community. Nominations must include a current curriculum vita of the nominee and a one-page statement on each of the following three criteria: **Research:** The nominee should have publications in the public administration field which have made an impact on the field. The publications may include books, refereed journal articles, research notes, monographs, or book chapters. **Teaching:** The nominee should have a demonstrated record of outstanding teaching. Teaching evaluations, awards and accomplishments of students may be submitted as evidence of teaching ability. **Community and Public Service:** Service and contribution to the public sector or non-profit sector is an important factor in the award. Such activity may include service on boards and commissions, government service and service to professional organizations.

Center for Accountability and Performance (CAP) Awards

The Harry Hatry Distinguished Performance Measurement Practice Award

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

The Center for Accountability and Performance Organization Leadership Award

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

2002
September 1
Nomination Period Opens
October 18
Deadline for Nominations

2003
February 1
Winners announced in
PA TIMES

March 15-18
Winners Recognized during
ASPA's 64th National
Converence in Washington, DC

I hereby nominate: _____ for a 2003 ASPA Award. This nomination is for the following award: _____

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

Nominator _____
 Title _____
 Organization _____
 Address _____
 Daytime Phone Number _____ Daytime FAX Number _____

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

Signature of Nominator _____

PA TIMES

2002 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 Jess Price, communications assistant, jprice@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

Where Does e-Government go from Here?

Advertising/Article Deadline: December 10, 2001

July

Performance-based Management: Does it Work?

Advertising/Article Deadline: June 10, 2002

February

International Relations After September 11, 2001

Advertising/Article Deadline: January 11, 2002

August

Social Entrepreneurship

Advertising/Article Deadline: July 12, 2002

March

Social Equity

Advertising/Article Deadline: February 11, 2002

September

Leadership Balance Between Professional Admin. and Elected Officials

Advertising/Article Deadline: August 12, 2002

April

Public/Private Sector Competition and Ethics

Advertising/Article Deadline: March 11, 2002

October

Education Supplement—Getting Your First Job *Advertising*

Deadline: August 30, 2002 Article Deadline: September 13, 2002

May

Recruitment and Retention of Future Workforce

Advertising/Article Deadline: April 12, 2002

November

Governance: Impact of Networks and Network Structures

Advertising/Article Deadline: October 11, 2002

June

Domestic Terrorism/Homeland Security

Advertising/Article Deadline: May 13, 2002

December

Environmental Justice

Advertising/Article Deadline: November 11, 2002



American Society for Public Administration

Advancing excellence in public service . . .

Join ASPA Today!

For a limited time, we are offering a special membership discount ... **15 months** of ASPA membership benefits for the price of 12 months, so please encourage your colleagues to join ASPA before September 30, 2002, and also, receive a special issue of *Public Administration Review*, remembrance of the September 11, 2001, terrorist attacks.

Membership Application

First name _____ Middle initial _____ Last name _____

Agency _____

Address _____

City _____ State _____ Zip+4 _____ Country _____

Home Mailing Address Please send my ASPA Membership benefits to my home address

City _____ State _____ Zip+4 _____ Country _____

Work Phone _____ Home Phone _____ Fax _____

e-mail address _____ (home e-mail office e-mail)

Name of additional family member (if using ASPA's family membership) _____

What ASPA Offers to You

*Stay Current in Field.
Pride in Public Service.
Network. Mentor. Volunteer.*

☆ **Solutions for Public Managers**— Solutions for Public Managers is ASPA's online resource center for government professionals. View research resources and links, ask a question about a work-related issue, or learn what other public administration associations have to offer.

☆ **International Partnerships**— Participate in exchange programs, conferences and/or joint projects with ASPA's international counterparts.

☆ **Networking Opportunities**— Participation in ASPA through its chapters, sections and national and regional conferences will expose you to a vast network of public administration professionals, resources and information.

☆ **ASPA's Web site**— ASPA's Web site keeps you up to date on the field of public service as well as ASPA's own projects, products and services.

☆ **The Center for Accountability and Performance (CAP)**— A resource for members interested in performance measurement and managing for results, CAP offers case studies, workshops, workbooks, symposia and other educational tools.

☆ **Public Administration Review (PAR)**— The premier journal in public administration. Crucial for keeping you current on important topics.

☆ **PA TIMES**— A monthly newspaper focusing on the concerns of public administrators and highlighting best practices in the field. The Recruiter is an employment section on our Web site and in *PA TIMES*.

☆ **Volunteer Opportunities**— ASPA offers you countless volunteer opportunities in both the organization and public administration. Volunteering with ASPA offers valuable experience and exposure.

Optional Fees

ASPA Endowment

The Endowment seeks gifts to assist in making many worthwhile programs a reality. All contributions are tax deductible and are governed by the *Statement of Policies* adopted by the Board. For a copy of the *Statement*, contact ASPA.

Individual Contributions

Individual contributions are tax deductible \$ _____

New Professionals Fund

Contribution \$ _____

Postage Options

- Postage for Canada and Mexico (\$25)
- 1st Class PA TIMES delivery (\$15)
- International Air delivery (\$70)

Additional Chapter Fees

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

Additional Chapter(s) _____

Total Chapter Fees _____

Section Fees

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

Section(s) Code(s) _____

Total Section Fees _____

Total Optional Fees _____

Code of Ethics

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

Base Fees

Gross Annual Income	
Up to \$24,999	\$65.00
\$25,000 to \$39,000	\$80.00
\$40,000 or more	\$95.00
Supporting Individual	\$115.00
<i>\$20 is a contribution to ASPA and is eligible for a tax deduction.</i>	
Sustaining Individual	\$215.00
<i>\$120 is a contribution to ASPA and is eligible for a tax deduction.</i>	

If applying as a student, indicate academic institution and who referred you:

Student	\$40.00
<i>Those enrolled at a college or university in the U.S. and limited to a maximum of three years. Please list university/college when using this category.</i>	
Foreign	\$95.00
<i>Those living outside of the U.S., Canada, Mexico and not receiving mail at an APO or FPO address.</i>	
Family Membership	\$35.00
<i>For persons receiving mail at the same residence. One copy of Public Administration Review and PA TIMES will be provided to the family. Fee applies to each additional family member. Please indicate name(s) of additional family member(s) on the form above.</i>	

More Detail on www.aspanet.org

Get information on:
University-based Affiliates
Membership Application Online
Agency/Organization Membership

Select A Chapter

Chapter Number _____

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

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

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

Grand Total Fees \$ _____

Payment Information

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

Check made payable to ASPA Mastercard VISA American Express

Card Number _____ Expiration Date _____

Signature _____ Of a members dues, \$11 is for the annual subscription to *Public Administration Review*.

THE RECRUITER

Your future is here .

UNIVERSITY POSITIONS

Public or Nonprofit Management Faculty Position Martin School of Public Policy and Administration



The Martin School of Public Policy and Administration seeks to fill a faculty position in public or nonprofit management, organization theory, and/or public administration theory beginning fall 2003. The Martin School offers a multidisciplinary Ph.D. degree in public administration as well as master's degrees in public administration and health administration. The Martin School strives to develop further its reputation as a formidable presence in the public administration arena and seeks to fill this position with an individual who is an outstanding scholar and teacher. Rank is open, but associate preferred.

Review of applications will begin immediately and continue until the position is filled. Additional information is available at <http://www-martin.uky.edu>. Applicants should submit a curriculum vitae, a list of at least three references, and at least one sample of a recent working paper or publication to:

Edward Jennings, Chair
Management Search Committee
Martin School of Public Policy & Administration
415 Patterson Office Tower
University of Kentucky
Lexington, KY 40506-0027

The Martin School strongly encourages applications of women and minority candidates. The University of Kentucky is an Affirmative Action, Equal Opportunity Employer.

Texas A&M University Department of Political Science Public Administration/Public Policy

The Department of Political Science (<http://www-polisci.tamu.edu>) invites applications for a tenure-track, assistant professor in public administration/public policy; appointment at the associate level may be possible depending on budgetary contingencies and qualifications of the candidate. The Department seeks an individual with strong theoretical interests and methodological skills whose substantive interests focus on the role bureaucracies play in the policy process. Within public administration/public policy, we are also interested in scholars who study policies or organizational processes linked to race and ethnicity. We would also be interested in scholars with a comparative focus. The starting date for the position is Fall 2003; a completed Ph.D. is preferred.

Applicants should send a letter of interest (outlining the research agenda), three letters of reference, a curriculum vitae and a writing sample. We especially encourage applications from candidates who would increase the Department's gender, racial and ethnic diversity. Review of applications begins on October 1 and will continue until the position is filled. Please send application materials to: Patricia A. Hurley, Professor and Interim Head, Department of Political Science, Texas A&M University, 4348 TAMU, College Station, TX 77845-4348.

University of Utah Department of Political Science Public Administration Job Announcement

The Department of Political Science at the University of Utah invites applications for a tenure-track faculty position in public administration at the assistant professor level starting in Fall Semester 2003. Applicants' primary teaching and research interests should include one or more of the following: local government administration, human resource management, environmental policy, health policy. Additional consideration will be given to those with secondary interests in quantitative methods or research design. The successful candidate's primary teaching responsibilities will be instructing students in a nationally ranked, NASPAA-accredited MPA program, with approximately 200 students, most of whom are part-time students as well as working professionals. The University of Utah is a Carnegie-I research university. Utah's state capital, Salt Lake City, also hosts a variety of federal, local and nonprofit agencies.

The Salt Lake metropolitan area, with a population exceeding 1.5 million, offers all of the cultural, economic, and social amenities of a major city along with unrivaled access to outdoor recreation. The University is located within 10 minutes of the Wasatch National Forest and within an hour of ten ski areas. Eight national parks and numerous national monuments, forests and wilderness areas are within a five-hour drive.

The University of Utah is an Equal Opportunity/Affirmative Action employer and actively encourages applications from women and minorities. The University provides reasonable accommodation to the known disabilities of applicants and employees. Review of applications will begin November 1st, 2002. This position is authorized but contingent upon final budgetary approval. *Inquiries about the position should be directed to Prof. Rick Green, MPA Director (801-581-6781) Email: rick.green@cpga.utah.edu*

Three letters of reference should be sent directly by the reference writers. Send letter of application with vitae, graduate transcripts, teaching evaluations, and a sample of scholarly writing to:

Public Administration Search Committee
University of Utah, Department of Political Science
260 S. Central Campus Drive, Rm. 252
Salt Lake City, UT 84112

Associate or Assistant Professor of Public Administration

The successful candidate for this position will have teaching and research interests in such areas of Public Administration as Human Resource Management, Public Management, and Research Methods. Qualifications include an earned doctorate in Public Administration or a closely related discipline by time of initial appointment date, and a record of (or potential for) sustained scholarly productivity. Candidates for appointment at the Associate level should have a record of sustained teaching excellence and publications. Individuals with a record of professional experience in Public Management or Policy are preferred. The School of Public Affairs offers a NASPAA-accredited MPA degree and a Ph.D. in Public Administration. For more information on the School, visit our web site at <http://www.hbg.psu.edu/spa>.

Send letter of application, curriculum vitae, and names and addresses of five professional references to: Public Administration Search Committee, c/o Mrs. Dorothy Guy, Director of Human Resources, Penn State Harrisburg, Box ASPA, 777 West Harrisburg Pike, Middletown, PA 17057. Application review will begin on October 15, 2002 and continue until the position is filled. Penn State is committed to affirmative action, equal opportunity, and the diversity of its work force.

Assistant Professor University of North Dakota

The Department of Political Science and Public Administration at the University of North Dakota has a tenure-track opening at the Assistant Professor level. The Department seeks candidates who are broadly educated in Public Policy and/or Public Administration and could teach courses that would serve the undergraduate political science and public administration programs as well as the MPA program. The successful candidate must be able to teach a course in health policy at the masters level or be willing to develop such a course. Ph.D. is preferred, although A.B.D. will be considered. Teaching experience is desired. Salary and benefits are competitive. Interested individuals should submit a letter of interest, vita, and names of references to Search Committee, Political Science and Public Administration, Box 8379, University of North Dakota, Grand Forks, North Dakota 58202-8379. Review of applications will begin October 1, 2002 and continue until the position is filled. The date of appointment will be August 16, 2003. The University of North Dakota is an equal opportunity, affirmative action employer and especially invites women and minority candidates to apply.

Information and Public Policy Position

The Gerald R. Ford School of Public Policy and the School of Information at the University of Michigan are seeking an outstanding person for a position of Assistant or Associate Professor in the area of information and public policy, to begin September 1, 2003. Senior scholars of exceptionally high distinction are also encouraged to apply. Some teaching experience is preferred, and normally the Ph.D. should be in hand by the date of appointment, September 1, 2003. We are particularly interested in candidates working in the following areas: effects of information technology on civil society or governance at any level, policy dimensions of systems infrastructures, regulation, and intellectual property issues.

The appointment will be jointly with both Schools. Applicants should submit a curriculum vitae, three letters of reference, evidence of teaching performance (if available), and completed research papers to: Information and Public Policy Search, Attn: Jan Williams, Gerald R. Ford School of Public Policy, 611 Tappan St., 440 Lorch Hall, University of Michigan, Ann Arbor, MI 48109-1220. First consideration will be given to applications submitted by October 15, 2002, but applications will continue to be considered until the position is filled.

The University of Michigan is an equal opportunity/affirmative action employer.



THE UNIVERSITY OF TEXAS
HEALTH SCIENCE CENTER AT HOUSTON

Management and Organizational Sciences Assistant Professor The University of Texas School of Public Health at Houston

The University of Texas School of Public Health at Houston is seeking a full-time, tenure-track Assistant Professor in the field of Management and Organizational Sciences as applied to public health, health care delivery and organizational performance improvement.

Responsibilities of the position are conducting independent and collaborative research, teaching and advising graduate students, and performing community service. Teaching responsibilities will include developing a doctoral level course in management and organizational theory and participating in master's level management/administration courses.

A doctoral degree in a management or organizational science or a related field is required. Candidates with background and experience in health care organizations and health systems are preferred. The ideal candidate will possess a commitment to excellence in teaching and advising and the ability to support an active research program.

Review of applications will begin immediately and continue until the position is filled. [bold]Applicants should send a C.V. to Dr. Michael Swint (John.M.Swint@uth.tmc.edu), Search Committee Chair, The University of Texas Health Science Center at Houston, School of Public Health, 1200 Herman Pressler, W224, Houston, Texas 77030.[bold]

The University of Texas is an Equal Opportunity/Affirmative Action Employer. Minorities and women are strongly encouraged to apply.

UNIVERSITY POSITIONS

THE GEORGE WASHINGTON UNIVERSITY

WASHINGTON DC

Announcement of Opening for Research Professor and Director of Center for Excellence in Municipal Management

Applicants are invited for appointment as a Research Professor and Director for Center for Excellence in Municipal Management in The George Washington University's School of Business and Public Management. Depending upon academic credentials, the appointment will be at the adjunct level or a contract faculty position in the School's Department of Public Administration or another department in the School.

The Center is chartered by the university and established primarily to develop and deliver various executive education programs and other related advisory and analytical services to the District of Columbia government and other local, regional, state, federal and international governments. The Center's Program for Excellence in Municipal Management is primarily funded through a public-private partnership between the District of Columbia Government, the university and the philanthropic community. Other specifically tailored programs are designed, developed and delivered on a fee-for-service basis. The Director's responsibilities include: developing plans and budgets for executive leadership education; identifying and organizing faculty for the Center's various programs; designing and overseeing the delivery of a comprehensive training curriculum; serving as an instructor in that curriculum as needed; evaluating the quality of the curriculum on behalf of the city and the funders; and leading fund raising and development activities.

Candidates should demonstrate established records of excellence in curriculum development, executive leadership training and development, and organizational development. Graduate training in a relevant field is required. Applicants with a doctoral degree in public administration or another related field may be considered for a contract faculty position.

Review of the applications begins October 1, 2002 and continues until position is filled.

Interested candidates should submit a letter of application and include a full curriculum vitae and three references. For further information and to apply for the position, please contact:

Kathryn E. Newcomer
Chair, Department of Public Administration
George Washington University
805 21st Street, NW
Suite 601
Washington, DC 20052
Phone: 202-994-6295
FAX: 202-994-6792
Email: newcomer@gwu.edu
Please email any materials to: sarahss@gwu.edu

The George Washington University is an Equal Opportunity /Affirmative Action Employer

University of North Carolina at Greensboro Assistant Professor

The Department of Political Science anticipates filling a tenure-track Assistant Professor position in urban politics/policy and public administration, beginning August 1, 2003, pending budgetary approval. The faculty member will be expected to teach advanced undergraduate courses (urban politics, public administration) and graduate courses (e.g., urban politics, local government administration) in the NASPAA-accredited MPA program, as well as other courses in the applicant's areas of interest. The department has eleven full-time faculty and strong undergraduate and graduate programs (MPA, nonprofit management certificate). PhD in political science or public administration is expected by the time of appointment. Salary is competitive. Applications from minorities and women are strongly encouraged. Send application letter, vita, sample syllabi, teaching evaluations, a sample publication, and at least three letters of recommendation to: Urban/PA Search Committee Chair, Dept. of Political Science, UNCG, P.O. Box 26170, Greensboro, NC 27402-6170. Application deadline: Oct. 15, 2002. EEO/AA:W/M/V/D.

The University of Alabama at Birmingham (UAB) Urban Public Administration/Public Policy

The Department of Government and Public Service invites applications for a tenure track position at the assistant professor level in the broad areas of urban public administration and urban public policy/development, beginning Fall 2003. The successful candidate must demonstrate a commitment to productive scholarship. The teaching load is two courses per semester in our NASPAA-accredited MPA program. The Ph.D. should be in-hand by the time of appointment.

UAB is the premier comprehensive research university in Alabama, ranked as one of the top 15 research universities in the nation, has a dual mission toward urban affairs and social medicine, and has numerous interdisciplinary urban, social and health policy centers and institutes. The federal government ranks the School of Social and Behavioral Sciences, where the department is housed, among the top 10 in the nation in terms of generating external research dollars. The department is a multi-disciplinary community of 15 scholars. Located two hours west of Atlanta, metro Birmingham (pop. over 1 million) is an ethnically diverse and cosmopolitan setting with exciting neighborhoods, excellent cultural institutions, outstanding suburban schools, and a very high quality of life. Birmingham offers a wonderful laboratory to conduct urban-based research.

To ensure full consideration, submit a letter of interest, curriculum vitae, graduate transcripts, at least three letters of recommendation, a sample of scholarship, and teaching evaluations. Review begins in September. Send application material to Akhlaque Haque, Director, MPA Program, Department of Government and Public Service, The University of Alabama at Birmingham, U 238, 1530 3rd Ave. South, Birmingham, AL 35294-3350. For more information about the position, e-mail Ahaque@uab.edu or call (205) 934-9020. For more information about UAB, go to www.UAB.Edu. UAB is an affirmative action/equal opportunity employer. The department is committed to diversity and strongly encourages applications from women and persons of color.

San Francisco State University Assistant Professor Positions in:

- ◆ Non-Profit Administration
- ◆ Public Administration / Public Policy
- ◆ Urban Politics / Urban Administration / California Politics

San Francisco State University invites applications for three tenure-track faculty positions at the Assistant Professor level, each to begin August 2003: 1.) Non-Profit Administration, 2.) Public Administration / Public Policy, and 3.) Urban Politics / Urban Administration / California Politics.

The Public Administration Program at San Francisco State University is a NASPAA-accredited program with an interdisciplinary core of faculty while the Political Science Department is a twelve person department with an urban focus. They are both located within the College of Behavioral and Social Sciences in a multicultural urban university of 25,000 students. For more information, check these web sites: San Francisco State University (<http://www.sfsu.edu>), SFSU Public Administration Program (<http://bss.sfsu.edu/~mpa/>), SFSU Political Science Department (<http://bss.sfsu.edu/polisci/>) and the San Francisco Bay Area (<http://www.sfgate.com>).

To apply for any of these positions, submit a cover letter explaining your interest and qualifications, a curriculum vitae, three reference letters complete with contact information for references, a writing sample, and teaching evaluations / sample syllabi (if have teaching experience). **Review of applications will begin October 1st.**

San Francisco State University is an Affirmative Action Equal Opportunity Employer. Members of historically underrepresented groups are encouraged to apply.

1. Non-Profit Administration Position

The individual filling this position would teach courses in non-profit administration and public administration and would be part of the NASPAA-required core graduate Public Administration faculty.

Minimum qualifications for this position include an earned Ph.D. or D.P.A. and demonstrated potential for excellence in teaching, research, and community / university service. For this position, prior teaching experience, nonprofit sector work experience, and the ability to teach other, related public administration courses (particularly in the areas of organizational behavior, ethics, administrative law and leadership) are pluses.

The successful candidate would be expected to teach the Program's current courses in Non-Profit Administration (Non-Profit Administration, Developing Non-Profit Resources), would have the opportunity to develop additional non-profit administration courses based upon their own interests, and would be expected to help build the Program's growing emphasis in Non-Profit Administration. The successful candidate would also teach basic public administration courses and courses shared between public management and non-profit administration. The candidate's appointment would be in the Public Administration Program.

Submit applications to the Non-Profit Administration Search Committee, Public Administration Program, San Francisco State University, 1600 Holloway Avenue, San Francisco CA 94132.

2. Public Administration / Public Policy Position

The individual filling this position would teach courses in public administration and public policy and would be a shared appointment between the Public Administration Program and the Political Science Department. The home department would be the Public Administration Program, with teaching responsibilities in the Political Science Department, and the individual would be expected to become part of the NASPAA-required core graduate Public Administration faculty.

Minimum qualifications for this position include an earned Ph.D. or D.P.A. and demonstrated potential for excellence in teaching, research, and community / university service. For this position, prior teaching experience, public sector work experience, and the ability to teach other public administration courses (particularly in the areas of organizational behavior, ethics, administrative law and leadership) are pluses.

The successful candidate would be expected to teach current courses in public policy and general public administration at both the graduate and the undergraduate levels. The faculty member would also be expected to help build the undergraduate offerings in both public administration and public policy by developing additional courses.

Submit applications to the Public Administration / Public Policy Search Committee, Public Administration Program, San Francisco State University, 1600 Holloway Avenue, San Francisco CA 94132.

3. Urban Politics / Urban Administration / California Politics Position

The individual filling this position would teach courses in urban politics and urban administration, California politics and share in teaching the internship program. The position would be a shared appointment between the Political Science Department and the Public Administration Program. The home department would be the Political Science Department, with teaching responsibilities in the Public Administration Program, and the individual would be expected to become part of the NASPAA-required core graduate Public Administration faculty.

Minimum qualifications for this position include an earned Ph.D. or D.P.A. and demonstrated potential for excellence in teaching, research, and community / university service. For this position, prior teaching experience, public sector work experience, and the ability to teach other political science and public administration courses are pluses.

The successful candidate would be expected to teach courses in urban politics, urban administration and California politics and government at both the graduate and the undergraduate levels. The faculty member would also be expected to help build the curriculum in these areas by offering electives (such as intergovernmental relations, criminal justice administration, emergency management, or other possibilities) and to teach the internship course one time each year.

Submit applications to the Urban Politics / Urban Administration / California Politics Committee, Political Science Department, San Francisco State University, 1600 Holloway Avenue, San Francisco CA 94132.

UNIVERSITY POSITIONS

Position Announcement

Assistant Professor -- Public Policy and Administration

Rutgers - The State University of New Jersey, Campus at Camden

The Department of Public Policy and Administration seeks an assistant professor for a tenure track position to begin September, 2003.

The successful candidate will have demonstrated ability to teach graduate courses in Introduction to Public Budgeting, and Financial Management of Public Programs. The candidate should have a Ph.D. and show promise of continuing publications. Practical public financial or managerial experience is a plus. Ability to teach one or more of the following courses is also highly desirable: public information systems, law and public policy, research methods.

The Department of Public Policy and Administration offers the Masters of Public Administration degree. Students concentrate in one of three tracks: public management, health care management and policy, and international public service and development (in cooperation with the U.S. Peace Corps). The department offers opportunities for applied research through the Forum for Policy Research and Public Service and the Walter Rand Institute for Public Affairs. The department is accredited by the National Association of Schools of Public Affairs and Administration. The Camden campus offers close access to Philadelphia, New York and Washington, DC. Salary is contingent upon qualifications and experience. Rutgers University stands in the top 5 percent of AAUP rankings of university salary and benefits. Further information about the department and campus can be found at:

<<http://www.camden.rutgers.edu/dept-pages/pubpol/>

Application materials should include: current CV, graduate transcript, evidence of teaching ability (syllabi, course evaluations, etc.), a writing sample or copies of recent publications, and at least three professional references. Send applications to:

Professor James A. Dunn, Jr., Chair

Department of Public Policy and Administration

Rutgers -The State University of New Jersey

401 Cooper St.

Camden, NJ 08102

e-mail: jadunn@camden.rutgers.edu

Review of applications will begin December 1, 2002 and continue until the position is filled.

Rutgers University is an Equal Opportunity/Affirmative Action Employer.

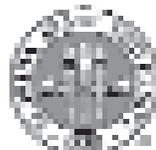
The University of Michigan-Flint Department of Political Science Announcement of Open Position

The Political Science Department invites applications for a tenure-track post in American politics and public administration at assistant professor rank beginning in Fall 2003.

The candidate is expected to teach undergraduate and graduate public administration courses and undergraduate American politics courses. The Department is seeking someone with broad competency in public administration. While specialization is open, the Department is particularly interested in areas of non-profit administration, program evaluation and research, educational administration and/or budgeting. In the American subfield, we are seeking someone who will contribute to the teaching of the introductory American politics course. The UM-Flint is an equal opportunity educator and employer and specifically invites and encourages applications from women and minorities.

The search committee will begin screening applications October 15, 2002. However, we will continue to evaluate applications until the position is filled. Interested candidates should please send a brief statement of teaching and research interests, together with a curriculum vitae, three letters of recommendation, copy of transcript, and writing sample to Professor Albert Price, Search Committee Chair, Department of Political Science, 310 French Hall, University of Michigan-Flint, Flint, Michigan 48502-1950.

For a complete position description see www.flint.umich.edu/departments/cas/.



The Askew School Florida State University

The Askew School of Public Administration and Policy of the Florida State University, offering a NASPAA accredited MPA program and Ph.D. Program, has a tenure track opening at the assistant professor level. Teaching in our public financial management specialization is required. Teaching and research interests in other areas of public administration and policy are welcomed. While training in nonprofit management is not required, a willingness to work with our Center for Civic and Nonprofit Leadership would be a plus.

Located in Florida's capital city, the Askew School offers extensive opportunities for research and networking. Faculty members are actively publishing scholars who enjoy working with junior colleagues. Several have won teaching awards and practitioner experience is valued. The school (<http://askew.fsu.edu>) is committed to sound scholarship and the foundational values of citizenship and public service. Standard teaching assignment is 2+2 and salary is competitive. Applications especially are invited from minority candidates. The Florida State University is an Affirmative Action/Equal Opportunity Employer.

Submit C.V. and three letters of reference to: Dr. Mary Ellen Guy, Search Committee, Askew School of Public Administration and Policy, Florida State University, Tallahassee, FL 32306-2250. Applications should be submitted by October 31st when the first review of applicants will begin, continuing thereafter until the position is filled.

GOVERNMENT POSITIONS

Town Manager

Town of Herndon, Virginia

Herndon is a progressive, ethnically diverse, high quality community, population 22,000, 4.3 square miles, located near Dulles International Airport in a growing, high-tech area of western Fairfax County. \$36.8 M budget, 245 regular status employees. Council/Manager form of government. 7-member Town Council (Mayor and 6 councilmembers), elected at large on nonpartisan basis for 2-year terms.

Requires master's degree and minimum 10 years increasingly professional municipal government experience. Strong knowledge, skills and abilities required in the areas of communication, management, budget and finance, planning and capital improvement programming, neighborhood revitalization, economic development, leadership, consensus-building and organizational change management. The successful candidate must relocate to the Town's corporate limits within one year of employment. More information available at www.town.herndon.va.us. Send resume, cover letter, salary history and 5 work-related references to: Town of Herndon, Human Resources, P.O. Box 427, Herndon, VA 20172.

Closing date for submittal of resumes is September 30, 2002.

Assistant County Administrator



Hillsborough County (FL) seeking high level executive to assist County Administrator's office in overseeing operations of Animal Services, Community Improvement, Fire Rescue, Parks & Recreation, Planning & Growth Management, Public Safety, Public Works, Solid Waste & Water, includes 3,038 employees, annual operating budget \$352 Million.

Degree in Public Administration or appropriate field & 7 years related experience, 5 years at senior management level in local government. Desire candidates with strong & broad background knowledge of management principles/practices, skill in planning/coordinating variety of comprehensive & complex projects, manage diverse population of professional, managerial, technical, clerical & unskilled employees & interface effectively with County Commissioners, community leaders & general public.

Salary range is \$94,952-\$142,438, exceptional benefits.

Letter of interest & resume to: Human Resources Department, Executive Recruitment, P.O. Box 1110, Tampa, FL 33601

Position Opened Until Filled

www.hillsboroughcounty.org

AA/EOE/Drug Free Workplace



Director Planning & Growth Management Department Director, Planning and Growth Management (Hillsborough County, FL)

Seeking a leader & visionary with exceptional leadership skills to manage, develop & motivate staff in a large, complex organization; proven track record of career accomplishments; professional knowledge in land development & management administration & operation; instill confidence & credibility regarding County government operations/activities while developing strong/positive relationships; manage a variety of comprehensive & complex projects while communicating effectively with elected/appointed officials, County departments, regional planning agencies, developers, environmental groups & neighborhood associations.

Degree in Urban/Regional Planning, Public Administration or appropriate field, 7 yrs experience in growth management & planning/zoning in the public sector, 5 years at management level in local government.

Salary range \$84,781 - \$127,171, exceptional benefits.

Send letter of interest and resume to: Human Resources Department, Executive Recruitment, P.O. Box 1110, Tampa, FL 33601

position opened until filled

www.hillsboroughcounty.org

AA/EOE/Drug Free Workplace

Broward County FL Budget and Management Analyst

The successful candidate will have highly-developed analytical, problem-solving, interpersonal and creative thinking skills; experience or training in local government budget analysis; and a bachelor's degree in public administration or related field. Master's degree and training or experience in business process improvement, program evaluation, group evaluation, group facilitation, conflict resolution or consulting is preferred. Salary range approximately \$36,000 to \$53,000. Salary is based on qualifications with hires typically at \$40,000 with a Master's degree. CHECK OUR WEBSITE for more detail: <http://www.co.broward.fl.us/budget.html>. Please send resume, undergraduate and graduate transcripts to Marci Gelman, Assistant Director, Office of Budget Services, 115 S. Andrews Avenue, Room 404, Ft. Lauderdale, FL 33301; FAX (954) 357-6364 or e-mail mgelman@broward.org. EOE.

Check out the Recruiter Online
www.aspanet.org

ASPA CALENDAR OF EVENTS

September 2002

17-19 **Managing Performance 2002 - Governing Magazine's Annual Conference**
 Location: Hyatt Regency Hotel
 City: Austin, TX
 Contact: Mary Thoms at (202) 862-1431 or mthoms@governing.com

18-20 **Performance Measurement For Government Forum**
 City: Washington, DC
 Contact: Melissa Wittenberg at (312) 362-9100 x14 or melissa@aliconferences.com

20-21 **Prospects for Electronic Democracy Conference**
 Location: Carnegie Mellon University
 City: Pittsburgh, PA
 Contact: Peter Shane at pshane@andrew.cmy.edu

19-28 **Institute of Public Administration of Canada (IPAC) Policy Conference**
 Theme: Red Tape to Smart Tape: Innovative Regulation for the 21st Century
 City: Toronto, Canada
 Contact: Patrice A. Dutil at (416) 924-8787 or pdutil@ipaciapc.ca

29-Oct. 2 **Council on Governmental Ethics Laws (COGEL) Conference**
 Location: Ottawa Marriott
 City: Ottawa, Ontario, Canada
 Contact: COGEL at (540) 972-3662 or info@COGEL.org

29-Oct. 2 **International City/County Management Association (ICMA) Annual Conference**
 City: Philadelphia, PA
 Contact: icmaconference@icma.org

October 2002

2-5 **SECoPA 2002 Conference**
 Theme: The Administrative State and Rediscovery of the Human Spirit
 Location: Adam's Mark Hotel, Columbia, SC
 Contact: Kathy Hensley at hensley@dnr.state.sc.us

8-11 **Latin American Center for Development Administration (CLAD) 7th International Conference**
 City: Lisbon, Portugal
 Contact: clad@clad.org.ve
 Web site: www.clad.org.ve/congres7.html

10-12 **Association for Budgeting and Financial Management (ABFM) 14th Annual Conference**
 Theme: Fiscal Policy and Administration in Challenging Times
 City: Kansas City, MO
 Contact: Beverly Bunch at Bunch.Beverly@uis.edu

17-19 **NASPAA 2002 Conference**
 Location: Millenium Biltmore Hotel
 City: Los Angeles, CA
 Register online at www.naspaa.org/forms/2002ConfReg/register.asp

17-20 **First International Mary Parker Follett Conversation on Creative Democracy**
 Location: Boise State University
 City: Boise, ID
 Web site: www.follettfoundation.org

For more up-to-date information check out the calendar of events on the ASPA web site at:

www.aspanet.org

AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION VOL. 25 NO. 9 SEPTEMBER 2002

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