SA TIMES

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Is government still the problem? It depends on which side of the stretcher you’re lying on.–Don Kettl

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Government is broke, and it’s going to stay that way. The price Americans are willing to pay for government is relatively fixed, while the costs of government’s huge health and pension programs are skyrocketing. It’s true for the country as a whole, and it’s true for virtually all states and localities. Worse yet, citizens think their governments are broken.–David Osborne, Peter Hutchinson

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The federal civil service is being destroyed by politicians who must beg for donations, corporate America that must control via donations and academics who hate job security except for themselves.–Frederick Thayer

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Report Shows Effects of September 11 Deportations

New York–At a roundtable discussion today with more than 20 human rights advocates and Muslim community members, the American Civil Liberties Union released a new report documenting the devastating effects that the Bush administration’s “anti-terrorism” policies have had on immigrant families and communities.

“The U.S. government unfairly deported thousands of immigrants after the September 11, 2001, attacks—simply because they were from Muslim countries and were in the wrong place at the wrong time,” said Anthony Romero, executive director of the ACLU.

“For each man who was arrested, there was a network of children, parents, siblings, neighbors and community members who depended on him.”

The report, “Worlds Apart: How Deporting Immigrants After September 11 Fore Families Apart and Shattered Communities,” shares the stories of 13 men who filed a complaint with the United Nations Working Group on Arbitrary Detention charging that they were unfairly arrested and imprisoned by the United States. The ACLU said that the men were among hundreds of Muslims who were arbitrarily and indiscriminately arrested even though they had not engaged in criminal activity of any sort. The men languished in jail—sometimes in solitary confinement—for weeks and sometimes months, even after it became clear that they were innocent of any charges related to terrorism.

Local Government Groups Express Disappointment Over Cable Modem Ruling

Ruling Could Create Serious Financial Hardships for Nation’s Communities

Washington, DC—Local government leaders today expressed their disappointment at the recent decision by the U.S. Supreme Court that will affect their ability to raise revenues through cable franchise fees. At issue is a recent Appeals Court decision that, in essence, determined that cable modem service is not subject to cable franchise fees. Currently these fees generate as much as $470 million in revenues a year and support public safety programs such as emergency response, police and fire among other city services.

Although the Court accepted for review the positions of the Solicitor General/Federal Communications Commission and the National Cable and Telecommunications Association, it refused to hear the arguments of local governments in this case.

The National League of Cities, the U.S. Conference of Mayors, the National Association of Counties, the International Municipal Lawyers Association, and the National Association of Telecommunications Officers and Advisors formed the Alliance of Local Organizations Against Preemption to pursue legal and regulatory actions in the case that has come to be known as the “Brand X” case. In October 2004, the group filed a petition for the Court’s review, contending that the FCC action deprives local governments of their right to require cable operators to pay adequately for their use of public property for private gain.

“I truly regret that the Court has not given local governments an opportunity to present their position in this profoundly significant case,” said Donald J. Borut, Executive Director for the National League of Cities.

“We had hoped that the position of local governments—those on the front lines of providing services to our communities—would be heard by the Court. Our position has been clear—it’s a cable service and we have statutory approval over this service.”

Libby Beaty, executive director of NATOA and a member of the Alliance, said, “Of
Muslim Communities Devastated by Deportations

From DEPORTATIONS, pg. 1

As documented in “Worlds Apart,” the communities that were home to these men were also devastated. Many merchants in predominantly Muslim communities have been forced out of business since the September 11 attacks, and some residents fled to Canada or Europe out of fear that they or their family members would be unjustly targeted. One neighborhood discussed in the report is “Little Pakistan” in Brooklyn, New York. More than a third of Brooklyn’s once vibrant Pakistani population has either been deported or moved voluntarily after the September 11 attacks.

“The United States government correctly condemns other countries when they violate human rights, but we have to be equally vigilant in making sure that those rights are not violated here at home,” said Ann Beeson, associate legal director of the ACLU. “Unfortunately, the United States continues to arrest and imprison Muslims without evidence and deport them without charges.”

The report was the focus of a roundtable discussion sponsored by the Open Society Institute recently in New York. The discussion, which was moderated by the ACLU’s Beeson and began with an introduction by OSI President Arvhey Neier, featured comments from more than 20 Muslim and human rights advocates as well as family members of some of the men profiled in the report. One relative, Hossam Abualeumen, said that his uncle, Ahmed, is “really suffering from the way he’s been deported.” Ahmed Abualeumen, 60, was imprisoned in the United States for five months before agreeing to voluntary departure.

In addition to Beeson and Neier, participants in the discussion included: Engy Abdel Kader of the Council on American Islamic Relations; Aisha Al-Adiwyaa of Women in Islam; Adam Carroll of the Islamic Circle of North America; Anthony Richter of the Open Society Institute; Parastou Hassouri of the ACLU of New Jersey; Omar Jadwat of the ACLU Immigrants Rights Project; Bobby Kahn of the Coney Island Avenue Project; Louis AdbelLatif Cristillo of the Muslims of New York City Project; Dalal Hashad of the ACLU; Moe Razvi of the Council of Pakistani Organizations; Bryan Lomengan of New York City Legal Aid; Partha Banerjee of New Immigrant Community Empowerment; Sin-Yen Ling of Asian American Legal Defense Fund; Susan Davies of the Chatham Peace Initiative; Subhash Kaleel of Families for Freedom; Udi Ofer of the New York City Civil Liberties Union; Monica Tarazi of the Arab American Anti-Discrimination Committee; and Bhaviar Desai of New York City Taxi Workers Alliance.

For a copy of the report, go to: http://www.aclu.org/SafeandFree/SafeandFree.cfm?ID=17160&c=207

For more information on the ACLU’s complaint to UNWGAD, go to: http://www.aclu.org/SafeandFree/SafeandFree.cfm?ID=14804&c=206

Communities Will Lose Millions Due to Cable Ruling

From CABLE MODEM RULING, pg. 1

course we are terribly concerned with the denial by the Court. It means that the classification of cable modem service may be determined without any meaningful judicial review. And, it leaves local governments having to accept and contend with whatever determination is made by the Court, regardless of the detrimental impact such decision may have.”

Larry E. Naake, executive director of the National Association of Counties (NACo), echoed these sentiments. “NACo is deeply disappointed with the Supreme Court’s decision. Local governments stand to lose more than $470 million in franchise fees and will have to make up for these shortages by looking at other ways to raise revenue.”

The Federal Communications Commission originally determined that cable modem service offered over a cable system is an interstate information service-not a cable service or a telecommunications (telephone) service. As a result, it would not be subject to local cable franchise requirements. In October 2003, the U.S. Court of Appeals for the Ninth Circuit ruled that cable modem service has components of both telecommunications and information services but that it is not a cable service. The FCC as well as the National Cable and Telecommunications Association are seeking a Supreme Court review of the Appeals Court decision. The Alliance was formed to present the local government view in the case.

Tom Cochran, executive director of the U.S. Conference of Mayors said, “I am deeply troubled with the Court’s refusal to listen to local government and allow cable modem or broadband to have the same social, public safety and fiscal obligations as cable television. The full fiscal impact is enormous.” Cochran went on to say, “Many cities use cable franchise fees to fund critical public services that make communities safer and more livable, from homeland security and general police and fire protection, to high quality education programs closing the Digital Divide.”

Borut said that given the potentially significant revenue loss, “communities across this country will closely watch the proceedings of this case before the Supreme Court. The end result is going to affect every broadband subscriber in this country,” Borut said.

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SPECIAL COMMENTARY

Is Government Still the Seen as Problem?

Asking the Question Doesn't Really Provide an Answer

Don Kett

Is government still the problem? It depends on which side of the stretcher you’re lying on.

About 18 months ago, I was taking a medication, since pulled from the market, for arthritis in my knee. The medication provoked an ulcer, which grew right on top of an artery in my stomach. One night, without any warning, I suddenly began hemorrhaging.

The Madison, WI, emergency medical technicians arrived within just five minutes. In the next ten minutes, they checked my vital signs, got me into the ambulance, and started an intravenous line to pump fluids. Ten minutes later, I arrived in the emergency room, where the doctors eventually operated to get control of the bleeding and send me back to the classroom.

When citizens face serious problems like this one, government can never be big enough or fast enough. The EMTs, and the fire fighters who arrived on the scene, just how good most public services are. The doctors eventually operated to get control of the bleeding and send me back to the classroom.

But in the case also provides a reminder of why we struggle so much with the problem of public administration. Citizens expect quick and effective service on the problems they face. Most of the time, they’re pretty satisfied with the services they get—even though they often want more services, faster, for less money. Taxes are too high and there’s too much waste, but “waste” tends to mean govern-ment money spent on other citizens.

There’s nothing new in the chorus of complaint about taxes. Jesus found himself constantly having to explain why he named a tax collector as one of his disciples. The Jews of his time didn’t like paying taxes any more than we do.

And there’s nothing particularly American about today’s dilemma of growing demands for services and unwillingness to pay for them. Few statements get more knowing nods from public officials throughout the world than a discussion of how to squeeze more from less. It doesn’t matter much just how “big” government actually is in each nation. In terms of government spending as a share of gross domestic product, spending on American governments actually ranks fourth from the bottom among the world’s industrialized countries. (Only Australia, Ireland, and Korea have smaller governments.) In countries with far larger governments—like Sweden and Denmark, where government accounts for almost twice as much spending as a share of the economy—the debate is remarkably the same.

This is a remarkable, global issue. No one wants to sacrifice any services they’re receiving (and, in fact, demand for more services and more protection from problems continue to grow). Nevertheless, governments everywhere are facing revolts from citizens who think their taxes are too high. Government has a problem: it’s too big and powerful, except for the goals and services that each one receives. Then it’s not big enough.

In the winter, we don’t like slippery streets in front of our houses. In the summer, we don’t want smelly garbage piling up on our curbs. We expect fires to be put out quickly and criminals to be taken off the streets. We want quick service on our passports and a military strong enough to protect us from threats without spending money on boondoggles in the process.

Government does have a problem, but some of it comes from the simple fact that we don’t want to pay for the government we get. This is neither new nor peculiar to the United States, but the battle has become sharper in the last 20 years, both in the United States and around the world. But there is also evidence of problems that stretch beyond these fiscal strains. The federal government is struggling to explain how half of this year’s flu vaccine disappeared—and how we will be able to deal with the far more serious problem of bird flu if it begins to spread. News analysts are asking how the Food and Drug Administration could have allowed drugs like Vioxx and Celebrex on the market to begin with and how, once evidence began mounting that they caused heart attacks and strokes in some people, the companies were allowed to continue selling the drugs. Of course, anyone with a longer-term memory will recognize that the roots of this problem partly lie in the solution to another: complaints that the FDA in the 1980s was dragging its heels in approving new drugs, especially for treatment of AIDS.

NASA finds itself in a similar dilemma. Its top officials are determined not to subject its aging shuttle fleet to undue risk. But scientists and an amazed public, led by groups like SaveTheHubble.org, are pressing for a mission to repair the Hubble telescope, whose amazing pictures could stop flowing in 2009 without a mission to update its equipment. The space agency does not want another catastrophic disaster like the disintegration of the Columbia, but neither can it afford the erosion of its political support.

Part of government’s problem is that it increasingly tries to do harder things. Protecting citizens against terrorist threats and rebuilding Iraq are harder missions than even the daunting problems of the Cold War. So is dealing with the moral and technical problems that surround the development of drugs flowing from stem cells. We’ve achieved great success in tackling the first generation of environ-mental problems; the next generation’s problems are proving tougher.

Three things make these problems hard. One is that they are complex: more ambitious goals and more uncertainty in how to reach them. Every generation believes its problems are harder and more difficult than those anyone else has ever faced, but that’s often true. We simply are reaching farther to do harder things.

The second is that they involve more intricate forms of public-private-nonprofit action. NASA’s contractor community is proportionately larger, with less govern-ment supervision, than in the Apollo moon-shot program of the 1960s. The FDA’s flu-shot problem this season involves an American company manufacturing vaccines in the United Kingdom, a European company making vaccines in Pennsylvania, a British company overseeing the American company’s U.K. operations, poor communication between British and American regulators.

The third is that many of these issues are more unforgiving. In some ways, there is nothing more serious than the low probability of failure on D-Day or in the Cuban Missile Crisis would have been catastrophic. But many more issues that governments face anywhere have greater potential to spill over everywhere, from the Chinese government’s struggle to contain bird flu to the failure of French security officials to detect terrorists who might sneak aboard a Dalian Airlines jet with a shoe bomb. Systems are far more interconnected than in the past. Small problems can cascade over boundaries—public and private, domestic and international—in ways that can cause sweeping problems.

So, in some sense, government really isn’t the problem. We all know what we want from government. Government’s problem is figuring out how to deliver it. Some of this is dealing with the growing tension of delivering on the expectations of citizens who want more than they are willing to pay for. Some of this is managing complex programs, managing through complex partnerships, for which traditional administrative approaches often provide weak leverage. And some of this comes from problems that spill over organiza- tional and political boundaries in ways that can have sweeping, and sometimes dangerous implications.

Asking the question doesn’t really provide an answer, but it does provide a road map for understanding what the question really means. Some of this might be as straightforward as coordinating the roles of the 911 emergency dispatch system, the EMT service, fire fighters, and police officers, along with emergency room staff and the army of health profes-sionals that stand behind them. It might be as complex as the puzzle of homeland security, which we are just beginning to wrestle with.

But for I am glad that the Madison EMIs spent some time trying to answer it.

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Is Government Still Seen as the Problem?

Winning Back Public Support is Greatest Challenge Facing Government Today

David Osborne, Peter Hutchinson

Government is broke, and it’s going to stay that way. The price Americans are willing to pay for government is relatively fixed, while the costs of government’s huge health and pension programs are skyrocketing. It’s true for the country as a whole, and it’s true for virtually all states and localities. Worse yet, citizens think their governments are broken. Business as usual will no longer deliver the results citizens want at a price they are willing to pay.

Each year for the last 50 years, Americans have committed roughly 33 to 37 cents of every dollar of personal income to buy services from local, state and federal governments. Through good times and bad, through harangues from the right about spending too much on bloated bureaucracy and complaints from the left about spending too little on essential services, Americans have refused to spend more (or less) than 35-37 cents of their hard-earned dollars on government taxes, fees, and charges.

It is as if a thermostat were operating. When the price of government tops 37 cents, as it did after Clinton and the Congress raised taxes to eliminate a $290 billion deficit, tax cuts are sure to follow. If it gets below 35 cents services decline, deficits appear, and appeals for new revenue succeed.

While the overall price is fixed for the nation as a whole, so are the prices for our federal, state, local governments. For three decades Americans have chosen to spend 20 - 22 cents per dollar of personal income for the federal government, 7-8 cents for state governments and 6-7 cents for local government. And while each government has its own price (at, above, or below these averages), whatever price their citizens support is generally stable over time.

While the price of government is fixed, the costs of government aren’t. State governments spend 90 percent of their education, medicating, and incarcerating—and the cost of all three is rising faster than state revenue. Health care alone—which now consumes 30 percent of the average state budget—is rising at 10 percent a year. Pension costs are also skyrocketing, as Americans live longer and longer.

All this means that the fiscal crisis isn’t really a crisis—it’s a permanent condition. Government is broke.

Government is also broken. Too many citizens have lost faith in their governments’ ability to deliver real value for the price they pay. Their loss of faith is reinforced by the financial shenanigans that pass for business as usual at budget time.

Governments face these crises with weak and ineffective budgeting tools. Their budgets focus on costs, not results. Each budget begins with last year’s costs and the increases needed to cover inflation, caseload increases, and any new services considered essential. The budget challenge becomes how much to cut (or tax) to reconcile costs with revenues. All the focus, all the debate, and all the opposition by interest groups is on the cuts (and taxes), while the 90 or 95 percent of spending that will continue escapes examination.

In the heated politics of budget cutting, the goal is to avoid blame and pain. Too often the course of least resistance leads to politically expedient budget and accounting practices that “solve” the budgetary math problem by creating what public finance experts call a fiscal illusion that makes budgets look better than they really are. Seven such illusions are particularly harmful:

1. Robbing one fund to plug a hole in another.
2. Using accounting tricks to lie about spending or revenue.
3. Borrowing long term to spend short term.
4. Selling off assets.
5. Making something up.
7. Delaying maintenance and replacement of assets (and relying on hope).

When these fail to relieve the pain, governments often resort to across the board cuts—a process that cuts no one in particular but “thins the soup” for everyone. In the end, the budget may appear to be balanced. Of course, when the crisis reappears the following year, the public’s cynicism is further deepened.

The Seattle Times captured the heart of the problem this way:

“The usual, political way to handle a projected deficit is to take last year’s budget and cut. It is like taking last year’s family car and reducing its weight with a blowtorch and shears. But cutting $2 billion from this vehicle does not make it a compact; it makes it a wreck. What is wanted is a budget designed from the ground up.” – The Seattle Times November 17, 2002

These “blowtorch and shears” practices may help solve the math problem—allowing governments to claim that their budgets are balanced. But they fail utterly to address the leadership problem: how to deliver the results that citizens want at the price they are willing to pay.

If citizens are to get better results their leaders must turn current budgeting on its head. Rather than budget for costs, they must budget for results. Several states (Washington and Iowa), cities (Spokane and counties (Snohomish in Washington and Multnomah in Oregon) are already using a results system we devised, which we call Budgeting for Outcomes. When fully developed, it involves these seven steps:

- Set the price of government: Establish up front how much citizens are willing to pay for the results they want from government (every jurisdiction has its own price).
- Set the priorities of government: Define the outcomes that matter most to citizens, along with indicators to measure progress.
- Set the price of each priority: Divide the available revenue among the priority outcomes on the basis of their relative value to citizens.
- Develop a purchasing plan for each priority: Create “buyer teams” to act as purchasing agents for the citizens. Ask each one to determine what affects their assigned outcome the most, then to develop a purchasing plan—a set of basic strategies the state will fund—based on the answers.
- Solicit offers from providers to deliver the desired results: Have the buyer teams issue “requests for results” to all comers, including their own government’s agencies, other governmental jurisdictions, unions, non-profits and businesses. Invite them to propose how they would help execute the strategies and deliver the desired results—and at what price.
- Buy the best, leave the rest. Have buyer teams rank the proposals and buy down the list from the top until their budget is gone.
- Negotiate performance agreements with the chosen providers. These should spell out the expected outputs and outcomes, how they will be measured, the consequences for performance, and the flexibilities granted to help the provider maximize performance.

The end result is a budget that delivers the results that matter most at the price citizens are willing to pay.

Native Americans have many sayings, and one of the wisest is this: When you’re riding a dead horse, the best strategy is to dismount. The tradition of cost focused budgeting is the dead horse of the public sector. When we budget for costs, we get more of them. What we don’t get is the innovation and accountability for results we need if we are to win the competition for public support. Winning back public support is in fact the greatest challenge facing government today. We need a new horse if we are to win the race.

David Osborne and Peter Hutchinson are partners in The Public Strategies Group (www.psg.us) and co-authors of The Price of Government: Getting the Results We Need in an Age of Permanent Fiscal Crisis, published last spring by Basic Books. Email: david@psg.us and peter@psg.us

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Is Government Still Seen as the Problem?

Frederick Thayer

When Did the Idea Take Hold?
The question implies that the federal government is a national impediment to progress. While Ronald Reagan presumably said so in his 1981 inaugural speech, some web sites quote him as saying only that “government is not the solution.” Aside from grumbling that dates back to the days of Dwight Eisenhower and Richard Nixon (“too many Democrats in civil service”), Jimmy Carter pushed through the Civil Service Reform Act of 1978, replacing the 1883 Pendleton Act that created civil service. He also directed more privatization of public services, a second assault on professional administrators. He promised to fire more of them.

Announcing his 1976 candidacy in 1974, Carter boasted of abolishing “278 of our federal bureaucracy” and promised a “drastic and thorough revision of the Civil Service…[and] the president…[to] directly and brilliantly turn against the Civil Service Reform Act.” Carter’s push for corruption set the agenda for the Reagan years. When, in 1987, the New York Times called Carter’s CSRA “the most radical reform of the United States civil service since the Pendleton Act,” President Carter replied, “I wish you had written it the other way. It was not the Pendleton Act that was the most radical reform.”

C. Mosher, “Basic Documents of American Public Administration”

Perhaps unaware of history (see Frederick Thayer), Jimmy Carter pushed through the Civil Service Reform Act of 1978, promising a “drastic and thorough revision of the federal bureaucracy” and a single political appointee now controlling federal personnel management. Academics piled on in 1978 by extolling “carthack management and organizational decline” in public service. The door to updated political corruption has been opening wider ever since.

Carter’s political appointee as Director of the Office of Management and Budget, Bert Lance, had to resign in 1978 because of questionable involvements with uncollateralized loans from a domestic bank and a foreign bank later shut down for fraud. In the Reagan years, political appointees in the Department of Housing and Urban Development made sure that hefty “consultants fees” and contracts were awarded to those “certified” through political party channels that bypassed civil service review. The Clinton “covention” of government and the current Bush Administration’s use of homeland security legislation to remove employee protections is creating ever-uglier outcomes.

A Retiring Senator Speaks

Ernst Hollings of South Carolina, just retired from the U.S. Senate after 38 years, says “the cancer on the party politics is money. Money, money, money, everywhere. Politicians follow the money six years ago, it was eight and a half million...about 30,000 a week every year for six years...you're bound to...[give big givers] your vote [but] not only the vote...”...K Street lawyers ... and lobbyists and interests make up the legislation and work with staffs...The energy industry...reward their donors by neutralizing or...Legislators who follow those rules then change jobs and become highly paid lobbyists (a recent hire by the drug industry).


• Federal authorities indicted 1,000 public officials in 2000, 1,136 in 2002, and the 2004 total will be 15 percent higher than in 2000 (Justice Department data)

• One state governor has just pleaded guilty to felony corruption

• Improper campaign donations, gifts, racketeering and tax fraud have led to the removal of a House Speaker, a northeastern senator and a now-jailed former Congresswoman

• A prominent senator invested $50,000 with a real estate developer, realized more than $1 million as the only investor not liable for any debts, and pushed through a $450 million contract for the developer considered unqualified by the Air Force.

• Professor Jonathan Turley (GWU Law School) advises new Members of Congress (December 28) to “create a financial plan” based on insider tips, well-placed stocks, lobbying jobs for jobless family members and educational trips (with spouses) to swank vacation spots. Congressional “ethics rules”...actually legalize...unethical behavior, says Turley.

In the meantime, business (IBM Center) and top-level Public Administration institutions (National Academy of Public Administration) push hard to make public service a clone of the private sector.

Propagandizing the Attacks on Civil Service

Recent IBM advocacy of pay-for-performance in the federal government asserts, “In the private sector, [p-f-p] is a virtually universal policy for white collar workers at all levels...[to include]...cash incentives and stock ownership opportunities that link rewards to the success of the company...” This echoes an earlier NAPA report (written by the same consultant as the IBM version) that pushes for p-f-p, ignoring the “merit pay” and “bonuses” that were in Carter’s CSRA and turned out not to work very well. Claims about private sector p-f-p are wildly overstated: In 1980, the average major CEO made 42 times the average hourly worker’s pay. In 1990, the ratio was 85 to 1. In 2000, the ratio was 331 to 1 (Business Week).

• Median pay for major CEOs rose 22 percent in 2003. Total compensation (including stock options) rose 1000 percent in some cases despite weak performance (International Herald Tribune).

• Wall Street bonuses went up in 2004 even though “profits plunged an estimated 22 percent from 2003.” Inevitably, all salary decisions would be secret, nobody could know if decisions were “fair and equitable,” as IBM asserts. Still other assumed benefits of having public service use corporate practices do not withstand analysis:

• “Managing for results” (very popular now) refers only to financial results submitted to the SEC and IRS, not to results reported to contracting agencies. Even the GMB evaluation system does not include contractors, even if an agency is 90 percent outsourced (NASA).

• “Transparency” and “best practices” are dubious concepts. By law, corporations must keep secrets hidden from government and competing firms, including most salaries, methods and, of course, patents.

• Job security and turnover are now considered obsolete concepts, as are the social stability of 30-year mortgages and steady incomes. Florida, Georgia and Texas are converting civil service to “at will employment.”

Making public agencies look like businesses is open to question when companies and auditors regularly falsify
Hunger, Homelessness Still On Rise in Major U.S. Cities

27-City Survey Finds Requests by Families for Food and Shelter Increasing

Washington, DC—Hunger and homelessness continued to rise in major American cities over the last year, according to the new U.S. Conference of Mayors-Sodexho USA Hunger and Homelessness Survey, released today at the Conference of Mayors Headquarters in Washington. In particular, families with children requesting food assistance and emergency shelter also increased substantially over the last year. Even with an improving economy, overall requests for emergency food assistance increased by an average of 14 percent over the past year with 96 percent of the cities registering an increase. Also during the past year, requests for emergency shelter assistance increased by an average of 6 percent, with 70 percent of the 27 cities surveyed showing an increase.

“These are not simply statistics,” said Nashville Mayor Bill Purcell, who co-chairs the Conference’s Task Force on Hunger and Homelessness. “These are real people, many are families with children, who are hungry and homeless in our cities. Unfortunately, the results of this year’s survey tell us that we are still far short in meeting the challenges of our neediest citizens.”

“These alarming results show that America’s working families are increasingly at risk for hunger and in need of shelter,” said Rod Bond, president of the School Services division at Sodexho USA. “Now is the time for all of us to focus on ways to address these issues and to bring attention to this survey which so clearly demonstrates the need for immediate action.”

The findings of the 27-city survey include:

**Hunger:** During the past year, requests for emergency food assistance by families—children and their parents—increased by an average of 13 percent. On average, 20 percent of the requests for emergency food assistance have gone unmet over the last year. For families alone, 17 percent of requests for food assistance have gone unmet.

Forty-eight percent of the cities surveyed reported that emergency food assistance facilities may have to turn away people in need due to lack of resources. The survey finds that 56 percent of those requesting emergency food assistance were families, and 34 percent of the adults requesting food assistance were employed.

In 100 percent of the cities surveyed, families and individuals relied on emergency food assistance facilities both in emergencies and as a steady source of food over long periods of time.

Additionally, the survey shows that unemployment and other employment-related problems lead the list of causes of hunger. Other causes contributing to hunger, in order of frequency, include low-paying jobs, high housing costs, poverty or lack of income, medical or health costs, substance abuse, high utility costs, mental health problems, homelessness, reduced public benefits and high childcare costs.

**Homelessness:** During the past year, 78 percent of the cities surveyed reported that requests for emergency shelter by homeless families increased by 7 percent. Fifty-six percent of participating cities reported that families may have to break up in order to be sheltered.

Eighty-one percent of the cities reported that emergency shelters may have to turn away homeless families and other homeless people due to lack of resources. An average of 23 percent of the requests for emergency shelter by homeless people overall have gone unmet over the last year. Additionally, for homeless families, 32 percent of the requests for assistance were not met.

These survey results indicate, as they have in the past 19 years that we have done this survey, that there is still a great deal to be done to address the serious issue of homelessness in America,” said Cedar Rapids Mayor Paul Pate and co-chair of the Conference’s Task Force on Hunger and Homelessness. “Again this year, the Hunger and Homeless survey shows that the demand for homeless shelters in our communities continues to increase. It is important that we all take seriously the challenge of eliminating chronic homelessness over the next 10 years.”

According to the survey, the lack of affordable housing was the leading cause of homelessness. Participating cities reported that other causes most likely attributing to homelessness, in order of frequency, include mental illness and the lack of needed services, substance abuse and the lack of needed services, low-paying jobs, unemployment, domestic violence, poverty, and prisoner re-entry.

The survey also shows that people remained homeless for an average of eight months in the survey cities. Forty-six percent of the cities reported that the length of time people are homeless increased during the last year.

Single men comprised 41 percent of the homeless population, families with children 40 percent, single women 14 percent, and children 40 percent, single women 14 percent.

See HUNGER SURVEY, pg. 9

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New Publications from White Tiger Press

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_Beyond the Shelter Wall_ gives readers a rare look at the other side of homelessness. At a time when family homelessness has reached an all-time high, these first-hand accounts provide insight and clarity into the growing epidemic of America’s poorest.

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The Retirement Wave Bulge, Boom or Bust?

There are about 76 million baby boomers in the United States today. The boomer generation--people born from 1946-1964--now accounts for 28 percent of our population. As we’ve been hearing, when this group of workers begins to retire en masse, we will face a workforce crisis. There simply aren’t enough workers to replace them. This crisis will hit government first for two primary reasons. First, because public workers are, on average, older than private sector workers and, second, because public servants are eligible to retire at an earlier age than their private sector counterparts.

To make things even more challenging, government is at a disadvantage competing for the shrinking talent pool. The public sector’s ability to compete for the “best and brightest” has been damaged by decades of government bashing, an inability to compensate and reward talent, and lengthy and complicated hiring processes.

Despite the inevitable retirements of baby boomers, large-scale retirements have not yet occurred in many government agencies. There are sound reasons for this, including the uneven performance of deferred compensation plans over the past several years and “golden handcuffs” programs that ensure generous health insurance plans. Retirees often lose health insurance coverage or have to pay more for it.

While many retirement-age workers may delay or shorten departures, the demographic realities won’t go away. We can run from the facts, but we can’t hide. There are simply not enough workers in the pipeline to replace all of those who will leave. On top of that, layoffs, early retirement schemes and training and development cutbacks will create not only a worker shortage, but just as importantly, a huge loss of skills, knowledge, and leadership.

But the news isn’t all bad. The silver lining is that delayed retirements give us a chance to prepare. To compete for talent, government must abandon outdated and bureaucratic systems and develop more flexible, timely and responsive. Agencies need to recruit more aggressively; hire faster; clearly identify and then develop employee competencies; respond (or even cater) to new attitudes about work, careers, and life; reward good performers; and improve or remove poor performers.

David Walker, the comptroller general of the United States, recently framed the issue as the: …need to transform what government does and how it does business in the 21st century. Most agencies must come to grips with the fact that some of their most basic processes, procedures and programs are years out of date. In the human capital area… managers need to identify their own workforce needs and do a better job of recruiting and empowering employees, and recognizing and rewarding performance… Modernizing the government’s human capital policies and practices may mean a difference between success and failure in this war for talent.

Many of the Answers Already Exist

Some may be surprised to learn that many “modernizing” solutions exist already. And they’re not just theoretical – public organizations are already aggressively reforming HR systems. What we need is for more government agencies, at all levels, to adopt approaches like those listed below.

• Aggressive marketing of public service as a unique opportunity to do important work that can’t be done anywhere else;
• For applicants, truly online job application systems (not so-called “online” systems that just allow candidates to download and print applications or attach résumés to emails);
• If online applications aren’t feasible, paper applications that are more user-friendly and easier to complete. For example, executive level executive service applications require 10-15 pages of narrative. Do we really think talented and experienced executives from outside government will go through that?
• For hiring managers, online systems that enable them to directly access candidate data bases and even “order” lists of qualified candidates;
• The ability to make “on-the-spot” job offers;
• Repeal of outdated restrictions such as the “rule of five” in hiring;
• Hiring and retention bonuses, plus bonuses for current employees who refer applicants who are hired;
• Formal processes that identify critical employee competencies and link all HR systems (including compensation and advancement) to these competencies;
• Systems (online if feasible) that enable employees to assess and compare their competency levels to organizational needs, and then create specific plans to develop those competencies;
• Leadership training and development programs that link training results to individual and organizational outcomes and assess these programs’ returns on investment;
• Formal succession planning programs;
• Rotational assignment that cultivate a broader understanding of the entire agency or jurisdiction, build networks across departments, and increase career mobility;
• Phased retirement, a tactic to ease the talent shortage and foster knowledge transfer;
• Performance-based compensation plans linked not only to measurable individual achievement, but to agency strategic goals;
• Gainsharing systems (e.g., where employees receive bonuses if organization-wide savings goals or performance targets are achieved);
• In outsourcing situations, allowing current employees not just to compete for work but, if they win and do the work below bid, to share in the savings;
• Metrics to evaluate the efficiency and effectiveness of all HR practices;

At one time, these approaches were innovative or even radical. Today, they’re proven approaches being used not just in the private sector, but in state and local governments and some federal agencies.

Many of these reforms have been reviewed, catalogued, piloted, and adopted across the nation. Yet, we still seem stuck in a time warp, debating whether changes like these will work on a broad scale and whether they will “run” civil service. The reality is that civil service as we know it isn’t working. Are we really committed to attracting and retaining the best and the brightest of the shrinking workforce? Or, will we have to settle for the “best of the desperate”?

Workforce Planning Should be the Roadmap for Change

Despite the clear need for change, there are some cautions. Foremost is that human capital changes cannot be implemented casually, on an ad hoc basis, or unilaterally by HR. Instead, workforce planning should be the glue that integrates human capital changes and engages front-line supervisors and managers.

What is workforce planning? The steps are simple in concept:

1. Analyze the organization’s current workforce and capabilities (e.g., the people and competencies available right now);
2. Project the organization’s future workforce needs (people/competencies we need to do the work of the future);
3. Compare the current workforce to future workforce needs (i.e., to identify people/competency imbalances—both gaps and surpluses);
4. Develop HR policies, plans, and approaches to eliminate gaps and surpluses and therefore build the workforce of the future; and
5. Do it again and again. That is, put in place a permanent process to continually assess workforce needs and capabilities, identify gaps, and eliminate imbalances.

Of course, the technical details of workforce planning can be daunting. Planning can involve environmental scanning, economic forecasting, employee turnover/panctions, work flow and workload analyses, strength and weakness assessments, benchmarking against best practices, process re-engineering, competency development, etc.

Yet it’s critical not to become paralyzed by technical details. The important thing is to go back to 2002 study by Mary Young, sponsored by CPS Human Resource Services, that found that jurisdictions that used workforce planning most effectively focused their resources. Instead of taking on the whole agency, they directed their attention to jobs that would be hardest hit by attrition and most difficult to fill.

Regardless of the approach, planning should be directly linked to the organization’s strategic goals and objectives. In other words, steps 1 and 2 of the above planning process (analyzing the current workforce and projecting future workforce needs) must be driven by organizational strategy. Just as important, planning must directly involve line managers—early and often.

Ideally, workforce planning will produce new policies, approaches and processes in all HR areas including recruiting, classification, compensation, advancement, talent management, training, succession planning, labor relations, etc. These HR components must mesh, as a system, to build the workforce of the future.

Good workforce planning produces hard numbers and insightful analysis. Both are powerful tools to get the attention of decision-makers. With data-driven forecasts that anticipate a variety of what-if scenarios, jurisdictions can prepare effectively for the coming wave of retirements.

Finally, workforce planning requires resources, coordination and political will. In a survey conducted by the International Public Management Association for HR, the most common reason why organizations do not conduct workforce planning is “lack of leadership.” The stakes—the future of government—are far too high for us to let this continue. Leaders must step up, and step up soon, while we still have time to prepare for the looming retirement boom.

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INSIGHTS ON... A Series of columns New to PA TIMES in 2005

Beginning this month, the PA TIMES will feature our new INSIGHTS ON series of columns. The columns will run on a rotating basis, featuring two of four columnists each month. Columns will cover HR Issues, Strategic Management issues, International issues and Performance Management issues.

Watch for the columns and let us know what you think at cjewett@aspanel.org.
INSIGHTS ON STRATEGIC MANAGEMENT by Christine Gibbs-Springer

Making Organizational Innovation Count

Innovation in public management occurs within political, organizational and regulatory constraints sometimes referred to as “red tape.” It also occurs in spite of organizational myths similar to those about “red tape” being dysfunctional all of the time. Progressive public administrators need to insure that there are innovation platforms within their agencies that may be used to encourage creativity and support the bringing of new ideas forward.

I have encountered six myths about innovation. The first is that innovation occurs principally around new products and not services. That is simply not the case. Innovation occurs in every single aspect of the governmental process from managing the citizen and customer relationship to rethinking traditional cost structures, defining a rate or tax increase or often, how to integrate information technology. Incremental change does not measure up to taking big chunks out of traditional cost structures while also making the government more responsive even when budgets are short. This is what happens when innovation is integrated into governmental organizations rather than occurring when a crisis occurs.

The second myth is that innovation can’t be taught. Actually, I have found that it can be taught. It happens when people are allowed and encouraged to challenge conventional wisdom or stifling conventions, uncover the unspoken frustrations and needs of citizens and customers that can illuminate new opportunities or become a systemic capability rather than occurring when a crisis occurs.

The third myth is that innovation is risky. Properly managed, innovation is not risky at all, only prudent. Risk is a function of investment multiplied by uncertainty. The challenge, of course, is to innovate in ways that don’t require bet-the-farm investments or that fly in the face of statutory requirements. That challenge is most successfully met by being clear about mission, mandates, program objectives and values.

The fifth myth is that innovation is expensive. That does not have to be the case. There are low-cost ways of experimenting when administrators take the time to figure out how to get more for less as an example, by reducing process or process time. There is very little correlation in the business world, as an example, between competitive success and R&D expenditure—whether you measure success through pure dollar-investment or percentage of sales. The real question should be: What proportion of the total imagination of the organization or the jurisdiction are we taking advantage of? How many employees wake up every day saying, “I understand that I have a responsibility for constructive creativity today!”

The sixth myth is that innovation is the exception not just within government but within private and non-profit sector organizations. Just as when the push for quality occurred 40 years ago, innovation may not be all around us. Just like quality, it can become a systemic capability rather that the preserve of a particular function by paying attention to training, tools, metrics, decision processes, incentives and organizational values. Only when all these things support continuous rethinking of processes and procedures will innovation become a way of life rather than an occasional or an exceptional activity.

Innovation typically surfaces when some “gets it” or there is leadership exhibited on behalf of it. There is institutional support for it and an innovation platform or theme within which it can be applied. Institutional support often is identified as necessary through a strategic planning process or a brainstorming session when a committee is established to create a strategy to redefine a process or create a new approach to services or respond to a challenge. Because the core mission is important, an agenda to focus efforts is defined by the committee composed of key decision makers.

The committee defines innovation platforms which are then used to innovate upon such things as having faster, leaner or more productive communication processes with citizens. Under that theme or heading, anything that makes communication faster, leaner or more productive is of interest. Strategic alliances that could be developed around that particular idea are considered. Often, multiple platforms are operated simultaneously, with specific focus on specific solutions, challenges, logistics, associated services, new applications. Each platform is developed through five stages:

- **Opportunity Search**—opening up to ideas from everyone within and outside the organization about what kinds of opportunities are out there in, as an example, improved communications systems;
- **Exploration**—exploring a variety of things based on what is going on in the local, national, global economy. Things like trends and new technologies are considered by decision makers eventually zeroing in on two or three good, solid opportunities that are interesting to pursue. Universities sometimes get involved. These types of opportunities are chosen because they could change the dynamics of what is happening or because they could become a role model for other agencies with funding to support the innovation or they could provide a “competitive opportunity” where one is both available and possible.
- **Creation**—making the idea actually happen by putting it in front of a group of employees that are tasked with fleshing it out or building it or by giving it to a panel of experts who determine what can actually be done within the budget. Often these experts are “volunteers” who are motivated to think about the idea as a business opportunity for themselves and to help championing against one another to get the agency’s attention and to develop some kind of a business relationship.
- **Filtering**—determining which of five or six solid ideas are actually viable by involving insightful colleagues who possess the knowledge, experience and imagination to transform ideas into true business concepts. Then individuals come from within and without the organization and are usually experts in the specific industry. This stage is where the success of the contracting? Is there the funding going to come from to pursue this? What are the benefits that we can offer through the product or service? Is this consistent with our statutory mandate and mission?

- **Development**—determining whether or not the idea has enough power to drive it through to implementation by launching a pilot, developing a business plan or sponsoring a more serious study into its viability.

It is up to progressive public administrators to dismiss the myths associated with innovation within a governmental context and to initiate support for new ideas coming forward and being explored and developed in productive ways. That may mean full institutional support through the use of innovation committees and platforms or it may mean support for an idea bank where anyone in the organization can submit an idea to improve what the agency does by explaining what the benefits are, what the costs are, what the implications are, what the key success factors are and how it would be implemented through the organization’s Intranet. The ideas are then categorized as a “star”—one with apparently high value that would be relatively easy to implement…a “bull”—one that has a lot of potential but how it would be implemented is in question…and a “seed”—one that appears to have relatively low value to key priorities but is easy to implement. The ideas are submitted to a coordinating committee which gives innovation the life and accepts the responsibility for leadership.

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

Hunger, Homelessness Outlook

Not Encouraging for Coming Year

From HUNGER SURVEY, pg. 7 percent, and unaccompanied youth five percent.

**Outlook:** Eighty-eight percent of the cities surveyed expect that requests for emergency food assistance will increase during 2005. Eighty-four percent expect that requests for emergency food assistance will increase next year. Furthermore, 88 percent of participating cities expect that requests for emergency shelter will increase next year, and 78 percent expect requests for shelter by homeless families will increase in 2005.

City officials believe that even with an improving economy, economic conditions will continue to have a negative impact on the problem of hunger and homelessness.

The 27 mayors participating in this survey are members of the U.S. Conference of Mayors’ Task Force on Hunger and Homelessness.

The complete survey can be downloaded at usmayors.org <http://usmayors.org>.

Would you like to submit an article to PA TIMES?

Contact: Christine Jewett McCrehin
cjewett@aspanet.org
Retire-Rehire: An Ethical Challenge To The Quick Fix

Robert G. Muladore

I read with great interest the commentary in the October, 2004 edition of PA Times written by Robert J. Sobie. This well written article warns of a potential repeat of an ethical debacle in U.S. history, that of the era of “to the victor belong the spoils,” or as Mr. Sobie states it, “to the retired belong the spoils.” Mr. Sobie’s article shows the lack of an ethics-based hiring policy. The policies guiding rehiring that ultimately emerge will depend on the degree to which the organization follows an effective leadership vision and the degree to which ethical standards are applied.

Leadership Vision

As pointed out by Mr. Sobie, there is a shortage of skilled workers necessitating extreme measures to fill critical positions in today’s job market. The fear by hiring managers of a shortage of skilled workers is supported by U.S. Bureau of Labor Statistics. The numbers show that the U.S. workforce is aging. The projected labor force for the year 2012 is projected at 162.3 million with the total employment growing to 165 million. The 55 and older employees will increase from 14.3 to 19.1 percent of the labor force by 2012 due to the baby-boomer generation maturing. The need to find qualified applicants to fill positions is real, the real need is to do so ethically.

For business owners as well as government, it is tempting to lure retirees back to a job the employee knows and in which they have developed years of skill and experience. If benefits are being received in which they have developed years of skill and experience. If benefits are being received, the business or governmental agency can often save these costly benefits. New hires that need full benefits simply cost more than retirees who already have these benefits. If this thinking pervades the hiring process, the company or agency may have shortchanged itself.

Bringing back retirees resolves the immediate need to fill specialized positions with highly skilled workers. Once these rehired retirees leave their employment for good, a huge skill gap will have been unwittingly created. The 2-5 years temporarily covered by the retirees is 2-5 years a new employee would have been able to develop the skills with which to serve the company or governmental agency for 25-35 years. Stop-gap and Band-aid fixes may actually result in long-term harm for the organization by failing to train new employees who would provide long-term benefits.

Some organizations are utilizing retirees on a part-time basis to augment the loss of skilled employees while new employees can learn the necessary skills. In others such as Amerikam Inc. in Grand Rapids, Michigan, retirees are being assigned to work on a special project while teaching new employees the skills necessary for that job. Ethical visionary leaders should utilize retirees when necessary to solve both a short-term employee shortage problem while at the same time training new employees to take over these skill-intensive positions solving both problems with a long-term solution. Even in the case where the employer benefits from rehiring retirees, serious consideration must be given to the long term effect this rehiring practice will have on the company or agency.

Other organizations such as one Mid Western state police agency does not have that option of simply hiring new officers. Hiring new troopers is a lengthy and arduous process. Recruiting sufficient applicants takes from six months to a year or longer. Legislative action is then required to appropriate the funding necessary to conduct a recruit school. The recruit training consists of over four months of intensive academic and physical skills training. It is at least another year before the officers are sufficiently competent to function independently. Considering that these new officers represent extensions of governmental authority, these men and women hold the power to suspend or extinguish citizen’s rights guaranteed by the U.S. Constitution. Quick replacements are not a possibility. The solution chosen was to allow officers to retire but remain in their current position for up to five years while providing increased benefits to officers who chose this opportunity. The agency gains by retaining skilled officers who would otherwise retire. The officer benefits by receiving additional compensation for remaining on the job. This short-term solution is premised on the hope of an economic recovery to fund new training classes for new officers. Other professions have similar critical job skill components with lengthy training procedures that are not amenable to quick hiring methods.

Ethical Solution

Mr. Sobie points out the ethical dilemma of rehiring retirees without the rudimentary step of advertising the position to allow new or current employees an opportunity to compete for the position. Distrust by employees who are denied promotions creates a negative atmosphere resulting in reduced output by dissatisfied employees when these former employees are brought back, often on lucrative contracts as “consultants.” Hiring managers tend to bring back those employees with whom they have had favorable relationships denying any opportunity for other employees to vie for the position. Ethical leadership demands clear-cut policy to prevent inappropriate decisions from being implemented.

Ethical impropriety results when employers negotiate a position while employed to begin after they retire (and the employer agrees or fails to oversee the process) or worse yet, a manager creates the opportunity to benefit a favored employee. In either case, the employer must be vigilant to guard against self-serving situations created by employees or individual managers. It is quite another issue when the employer creates the opportunity for rehiring retirees due to specific and real employer needs such as the state police example cited above. To ensure ethical policies exist and are followed, employers must at a minimum, establish an organizational policy that requires a factual showing that special circumstances exist necessitating consideration for rehiring retirees for that job, all reasonable efforts have been made to hire a replacement with the necessary skill-set, the hiring decision is reviewed by management outside of the work unit in which the position is located and a long-term plan exists to hire a replacement that can be taught the skills necessary to perform the duties of the job after the rehire leaves the position.

ASPA member Robert G. Muladore is the 9/11 communications director for Calhoun County, Michigan. 
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Reader Response

This could be your ad.
Further Life Among the City Managers

Your correspondent has been a member of the International City/County Management Association (ICMA) longer than he is prepared to confess and has missed just one annual ICMA conference in the past 20 years. Is it the frequent flyer miles and the joy of seeing former students that draws him to these meetings? Well, yes. But he is also there because ICMA is the most interesting and dynamic professional organization with which he is associated.

For 90 years, through its advocacy of council-manager form government and professional city administration, ICMA has furthered the progressive era reforms with which the field of public administration has been closely identified. Indeed, the classic council-manager form city—with its bright line between politics and administration, small part-time council elected at-large rather than by district, symbolic mayor chosen by the council rather than the people, manager “selected solely on the basis of merit” who chooses departments heads and operates the city on a day-to-day basis, and merit appointed staff—was the local government embodiment of public administration as reform. And it worked. Although some cities are exceptions, to ICMA’s credit, the era of boss mayors, political patronage, and graft is mostly history. But the era of the classic council-manager city is also mostly over.

ICMA has long operated a system of recognition by which it recognizes local governments as having professional management. From 1914 until 1969 only cities with the classic council-manager form could be recognized. Then in 1969 ICMA changed its name from the International City Manager’s Association to the International City Management Association, signaling a subtle but important shift. Many council-manager form cities were making important structural changes and many cities were appointing officials responsible for overall administrative affairs without adopting the council-manager form. In response ICMA added a second form of recognition—cities with general management positions such as chief administrative officer. The distinctions between the two can be fuzzy, and city structural changes appear to happen faster than ICMA can respond. Last revised fifteen years ago, the ICMA against bit recognition is widely acknowledged to be in need of major revisions; indeed, one seasoned former city manager referred to criteria for the council-manager form as “the full authority for the appointment and removal of at least most of the heads of the principal departments and functions,” whereas the appointing power of general managers is to “exercise significant influence in the appointment, of key administrative personnel.” Figure that out.

There are fewer and fewer classic council-manager form cities, therefore more and more of the members of ICMA manage cities with non-classic features (directly elected mayors with power, council elected by district, full-time paid mayors and council, a fuzzy line between politics and administration, etc.). The structural details that combine to constitute a proper council-manager form city are neither clear nor agreed-upon, therefore ICMA recognition is losing its meaning. While ICMA continues its advocacy of council-manager form of government as the ideal type, its emphasis is subtly shifting toward voluntary member credentialing, an emphasis that neatly sidesteps the form of government question. In fairness, many in ICMA leadership loudly disagree with these observations.

ICMA voluntary credentialing is a state-of-the-art system of continuing education and mandatory self-assessment based on the logic of continual improvement. According to ICMA, “credentialing is different from certification. Credentialing means that a manager is measured against a standard that is set by peers and meets a standard, but also commits to continuous professional development. Certification, on the other hand, requires that a minimum standard has been achieved and a certifying body declares that the certificant is minimally qualified.” To date fully 10 percent of ICMA’s 8,000 members are credentialed, and there are many candidates in the queue. Younger managers appear to find ICMA’s voluntary credentialing program especially appealing, in part because being credentialed is a form of qualification to manage or administer council-manager cities, mayor-council cities, and the increasing numbers of cities that mix the characteristics of the two. Voluntary credentialing is destined to be both a big ICMA success story and a splendiferous example of an effective professional association response to changing circumstances.

Although ICMA added the word “county” to its name in 1991 to reflect the county administrators among its members and to recognize increasing county government professionalism, the importance of county administrators in the organization is more recent. Indeed, three of the last four ICMA presidents have been county administrators.

ICMA has always enjoyed outstanding leadership. Mark E. Keane served brilliantly from 1967 until 1983 and is still active in association affairs. The remarkable Bill Hansel served from 1983 until 2002, guided the development of the voluntary credentialing program, and carefully navigated the winds and currents of the so-called “reform of the reform.” ICMApeak for managing in the context of modified or adapted versions of council-manager form government. The greatly respected Robert J. O’Neill Jr. recently took over and, with the approval of the Executive Board, has initiated a strategic planning exercise to demonstrate the performance dividend of professional local government management and to answer this question: What value does the city management profession bring to communitiess and to local government administration?

This effort is in part a response to the spate of larger cities that have abandoned council-manager form government. Indeed, while ICMA was meeting in San Diego residents of that city were debating a ballot initiative to change from the council-manager form to the strong mayor model. The initiative passed, and San Diego is added to the list of cities that have recently abandoned or significantly altered “the plan;” this list includes Oakland, Cincinnati, Hartford, St. Petersbourg, Richmond, Sioux Falls, and Spokane. Lost in all of this is the fact that other cities, such as Topeka and El Paso, have recently adopted council-manager government with little fanfare. Still, a critical look at what professional management brings to the local government table is timely.

American local government is widely admired in other countries, and several are copying elements of our approach, particularly the emphasis on professional management. The word “international” in ICMA was once thought to be a bit grand, but not today. For example there were many regular members from other countries at the San Diego conference, and several countries sent delegations to learn what they could.

Local government administrators are among the most professional, capable, and dedicated public administrators in the land, and in representing their interests, ICMA is a notably dynamic and effective association.

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

Tis so, deception management is a budding reality. The war on terrorism has challenged the Pentagon and our political leaders in ways never before imagined. Historically, the Pentagon has embraced the position that military public affairs offices should put out information to the public that is accurate and timely. Disinformation and propaganda are the proper domain of operational commanders, not public affairs officers. So far so good.

Here’s the rub—the war on terrorism is no ordinary war with field size troop divisions or demarcated front-lines. How then does the military combat falsehoods put out over mass media outlets like the Arab news satellite channel Al Jazeera or take other steps to battle anti-Americanism spewing forth from various countries? Perhaps public affairs and information operations (IO—this is the military lingo for managing combat information) should be combined. But would this not risk compromising the credibility of American military leaders and misleading American and world public opinion? And, to take this one step further, should the Pentagon undertake deliberate efforts at misinformation intended to shape the opinions of reluctant allies?

These are serious, indeed frightful questions that the Pentagon is debating. The chief Pentagon spokesman Lawrence DiRita, according to a recent New York Times (12/13/04) story, says: “In the battle of perception management, where the enemy is clearly using the media to help manage perceptions of the general public, our job is not perception management but to counter the enemy’s perception management.” Is perception management not deception management? And if it is, what’s ahead?

ASPA Classics

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

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

Each volume is devoted to a topic of continuing and crosscutting concern to the administration of virtually all public sector programs. Public servants carry out their responsibilities in a complex, multidimensional environment, and each collection will address a necessary dimension of their performance.

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

Prominent Analysts Proclaim Civil Service System Broken

From SOLUTION, pg. 5

Prominent analysts proclaim “the civil service system is broken” and condemn slow hiring processes. “Fast hiring and firing,” or management “flexibility,” are favorite tools of political managers even though cabinet appointees often are abandoned because of sloppy investigation. “New Public Management” erroneously assumes that political micromanagement and economic efficiency are wholly compatible even if politicians cannot afford to be ethical. The Pendleton Act was hastily junked as a first step to crushing administrative professionalism in favor of total political control, a bad swap that hastily junked as a first step to crushing the civil service declines. ASPA member Frederick Thayer is professor emeritus, University of Pittsburgh. E-mail: fthayer@yahoo.com

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JANUARY 2005 PA TIMES
American Council On Education Offers Resources To Employers To Combat Diploma Mill Fraud

Washington, DC—A three-part toolbox designed to combat diploma mill fraud is now available to human resources personnel in corporations and government agencies from the American Council on Education.

The toolbox includes a directory of colleges and universities accredited by agencies recognized by the U.S. Department of Education, an employer guide to formulating or revising educational assistance policies, and a pocket guide to college credits and degrees for adult students.

“Diploma mill fraud extracts both an economic and intellectual cost on our society,” said Susan Porter Robinson, vice president and director of the Center for Lifelong Learning at the American Council on Education (ACE).

“The resources available from ACE will enable employees and employers to responsibly choose education and training providers, ensuring the highest return on their investments in continuing education.”

Diploma mill operators defraud students, employers and government agencies of millions of dollars in tuition payments annually and dilute the value of academic degrees, according to testimony before the Senate Committee on Government Affairs in May 2004.

The Government Accountability Office recently concluded: “Accreditation of degree-granting institutions in the United States is a voluntary process. Unaccredited schools and the quality of education they offer, vary significantly. At one end of the spectrum are schools that offer standard curricula traditionally found at accredited universities. Other schools, commonly referred to as diploma mills, sell academic degrees based upon life experience or substandard or negligible academic work. Some diploma mills require no academic work at all and merely sell degrees for fee.”

For more information visit http://www.acenet.edu.

ICF Announces Finalists for its Top Seven Intelligent Communities of 2005

New York—The Intelligent Community Forum (www.intelligentcommunity.org) announced recently that it has selected 18 finalists for its annual Top Seven Intelligent Communities of the Year announcement. The list includes two previous recipients of the Intelligent Community of the Year award. The ICF will make its annual announcement of the world’s Top Seven Communities on January 19, 2005.

The Finalists
• Calgary, Alberta, Canada (2002 Co-Recipient of the Intelligent Community of the Year)
• Dubai, United Arab Emirates
• Dublin, Ireland
• Greater Cleveland and NE Ohio, USA
• Issy-les-Moulineaux, France
• London, UK
• Long Island (Nassau & Suffolk Counties), NY, USA
• Mitaka, Japan
• Philadelphia, Pennsylvania, USA
• Pirai, Brazil
• Province of Ontario, Canada
• Singapore (1999 Intelligent Community of the Year)
• Spanish Fork, Utah, USA
• Spokane, Washington, USA
• Sunderland, Tyne & Wear, UK
• Taipei
• Tianjin, China
• Toronto, Ontario, Canada

For more information and criteria for the awards visit http://www.intelligentcommunity.org/html/award_criteria.html.

HR.com Publishes Results from Benchmark Study on Corporate Performance and the Role of Human Resources

Aurora, ON-HR.com, published a press release on its website (www.hr.com) which details findings of a study concluding that, “The responsibility to align the company’s business strategy with its Human Capital strategy belongs to the Human Resource function.”

The companies in the study that were able to achieve and sustain the alignment of business strategy to Human Capital strategy saw their Human Resource functions contribute results across five dimensions or HR Effectiveness: Strategic Alignment, HR ROI, HR Operations, HR Technology and Stakeholder Alignment.

The study further showed that when HR was ineffective in two or more of these five dimensions, HR was seen as making no significant or material bottom-line contributions. Additionally, HR was seen as adding little value to organizational performance.

To read the complete press release, visit: http://www.hr.com/HRcom/index.cfm?2/81375083-D678-4F92-A023-A2E083A94A8

Government Executives Outline Concerns About HR’s Role In A-76–And How To Fix Them

Report Shows How HR Executives Can Help Competitive Sourcing Succeed

Washington, DC—A recent report, “Taking the Wheel: How HR Can Drive Success in Competitive Sourcing,” shows how federal HR executives can maximize their value to the A-76 process.

The President’s Management Agenda (PMA) outlines five specific government-wide initiatives, including the Strategic Management of Human Capital and Competitive Sourcing. With the dramatic increase in outsourcing in the private sector and a renewed emphasis on achieving a “Green Status,” competitive sourcing will likely increase over the next several years in most federal agencies.

While there is no shortage of information on the mechanics of an A-76 study, there is a lack of actionable advice about how HR executives can drive a more strategic role in competitive sourcing. This research shows how HR can identify and develop the skills and abilities required to meet the challenge.

For example, while competitive sourcing has increased an estimated 30% over the past year, HR executives still spend over 60 percent of their time reacting to purely administrative functions. This has not gone unnoticed, as over 90 percent of federal executives surveyed claimed HR is not involved enough in A-76 “at the right time—in the right way.”

The study is the result of in-depth interviews with over 25 government agencies and related public sector organizations, including the Departments of Agriculture, Commerce, Defense, Energy, Justice, Transportation and Treasury, among others. The first part of the study provides context for the task, while the latter portion provides checklists, how-to’s, and case studies as it details seven best practices to help government HR leaders take a strategic role in the A-76 process.

For more information, visit www.pivot-al-insight.com/research/takingthewheel.php.
ADVANCING PUBLIC SERVICE PERFORMANCE:
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AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION
66TH NATIONAL CONFERENCE
Charlotte-Mecklenburg Utilities Director Douglas O. Bean was honored with the first-ever Distinguished Public Service Practitioner Award from the Southeastern Conference of Public Administration (SECoPA). The award, presented at the SECoPA 2004 annual conference in Charlotte, NC, recognized outstanding achievements and contributions in public administration and public service through applied practice in the field.

A native of Maryland, Bean developed a professional career in North Carolina that has spanned more than 30 years thus far. He has served as an administrative intern and Solid Waste Officer for Catawba County, assistant city manager and acting city manager for Morganton, and city manager for Morganton and Asheville. Since April, 1994, he has served as key business executive for Charlotte-Mecklenburg Utilities, where he is responsible for more than 800 employees, an annual operating budget of $181 million, and an annual water-sewer capital improvements budget of nearly $197 million, all devoted to providing drinking water and wastewater service to 700,000 customers countywide.

Bean’s career has been marked by repeated accomplishments and innovations in the areas of community and economic development, infrastructure and capital improvements and financial management. Much of his work has involved the development of cooperative partnerships with employees, customers and across communities. He has received several previous achievement awards for these activities. Under his leadership, Charlotte-Mecklenburg Utilities became one of the first public municipal water/sewer providers in the United States to compete successfully against national and international private sector companies for contracts for the operation of water and wastewater plants and related services and to date they have not lost a contract.

The fellow public servants who nominated him praised Bean’s ability to find ways to meet the needs of diverse groups without sacrificing the needs of one for the other. In addition to his professional commitments, Bean also established a record of contributions to professional, civic and social affairs. His activities have included repeated service as a local United Way campaign director, as well as coaching and administration in youth sports. He has been president of his college alumni association and an active member and officer in the Rotary. He has served on committees and on the Board of Directors of the North Carolina League of Municipalities, and in leadership positions for ElectriCities of North Carolina and the American Public Power Association. He has also served as a part-time instructor for Lenoir-Rhyne College, teaching courses in the areas of budgeting and financial management, public policy analysis, introduction to public administration and public personnel administration.

A 1973 graduate of Lenoir-Rhyne College, he holds a master’s in public administration from the University of North Carolina at Chapel Hill. He is 53 and resides in Charlotte’s university area with wife Karen and is father to two grown sons, Brian and Andy.
New Year’s greetings to all our members and readers. I hope 2005 holds much promise for professional rewards and personal fulfillment for each of you.

With the arrival of the New Year and completion of many major milestones for the ASPA national conference in Milwaukee, the Conference Management Team wanted to share some planned program highlights with you. Truly, the national conference is ASPA’s showcase event that brings together practitioners and academics throughout the public administration community (and our many fine sponsors and exhibitors) to share information and ideas. April 3rd is just around the corner, so we hope this brief sample will help you anticipate some exciting conference offerings in making your own plans to attend the 2005 National Conference. These highlights are referenced in the context of ASPA’s adopted strategic goals.

Strategic Goal 1: Be a recognized voice for issues and values in public policy, management, and practice.

This year’s conference will indeed provide an excellent forum for ASPA to raise its voice on issues with broad and enduring relevance. Performance and Accountability, Ethics, Professionalism, and Social Equity are important themes to our membership and are the focus of several keynote addresses and panel sessions. Keynote speakers Pat Ingraham, distinguished professor from the Maxwell School, and US Government Accountability Office Comptroller General David Walker will provoke our thinking on the public performance and professionalism, consistent with our conference theme of advancing innovations in public service performance. Similarly, first-rate panels will engage participants on ethics and social equity topics, such as “Banal Evil, Administrative Silence, and Reclaiming the Ethical High Ground” and “Preparing Culturally Competent Public Servants to Achieve Social Equity in the 21st Century.”

In addition, conference attendees will hear first-hand from the Presidential Task Force on Accountability in Public Service including military service. The impetus for their work was the issues raised by the prisoner abuse scandal at Abu Ghraib. But, as we shall see, the implications are much broader.

Strategic Goal 2: Be a catalyst to enhance the scope and quality of resources and the knowledge base in the field of public service.

One of the goals of the conference is to focus attention on cutting-edge research with both national and international implications. The Founder’s Forum, for example, will feature leading scholars exploring some of the nation’s most important theoretical puzzles. Robert B. Denhardt will be the focus of a “Senior Scholar Spotlight,” in a panel examining “Democratic Governance.” Panel sessions on “New Perspectives on Accountability” and “The Relationship between Research Approaches and Practice in Public Administration: Innovation and/or Reification” will engage the audience in two prominent areas of scholarly interest. Other panels will examine the linkage between theory and practice, including cooperation among local officials in service delivery and the use of public administration research by practitioners.

The Center for Accountability and Performance (CAP) has enlisted exceptional scholars and practitioners from inside and outside of the US to promote dialogue on practice-based performance management. The dialogue is organized around four timely themes: Using and Analyzing performance Information, Performance-Based Budgeting, Technology and Citizens, and Linking Quality and Outcomes.

ASPA members will also be able to earn continuing professional education (CPE or CEU) credits at this year’s conference. In addition to CAP’s pre-conference symposium, other pre-conference workshops such as “How to Beat the Fear of Public Speaking,” as well as panels, will be structured to provide opportunities for conference attendees to earn professional education and training credits.

Strategic Goal 3: Foster inclusive communications among those who serve the public.

Our many conference venues such as the exhibit hall (20 exhibitors are already on board), awards luncheons (see Ticketed Events on the conference registration form), opening reception and the annual business meeting offer ASPA members various opportunities to engage in stimulating conversations with peers and recognized experts on the business of public service and the business of our Society. We encourage you to become involved and to share your expertise.

Conference planners have long-sought to design a program to increase meaningful participation and exchanges at the conference. Besides the training component of the conference, we have asked panel...
ASPA Conference Planning Moves Forward

From PRESIDENT'S COLUMN, pg. 16

moderators to ensure that speakers engage the audience and emphasize the applied aspect of their presentations or papers. In fact, one featured panel will highlight the proper relationship between research and practice from a variety of viewpoints.

Strategic Goal 4: Find ways to enable those who serve the public to be current and effective.

A primary purpose of the national conference is to advance the effectiveness of public service through the sharing of timely and relevant information as well as through professional networking. As illustrated above, the Conference Program Committee has worked diligently to identify topics and presenters that address effective solutions to current challenges. Fourteen tracks constitute the core program subject-matter ranges from Health Care and Social Services to Public Safety, Public Works and Securing the Homeland. The Regionality Track in particular will engage conference attendees in the debate over the “best” approach to managing metropolitan affairs and examine ways in which public policies will influence and be influenced by regionalism. As the public expects more seamless government, the issues associated with regional governance and services rise in importance.

Strategic Goal 5: Grow the society membership and ensure its financial viability.

A key strategy for Strategic Goal 5 is creating “district reach-out” programs to cultivate relationships with local governments and universities informing them of ASPA’s benefits, current research, and various other aspects. In that vein, we added a special Chapter/Section Leaders Training Program to our agenda. This session will offer hands-on support to ASPA’s 115 Chapters and 20 Sections in membership development, web site construction, newsletter design and other integral operations. ASPA’s volunteer experts will also be available to respond to ongoing inquiries and requests for technical assistance.

Although we’ve developed a conservative 2005 conference budget, we still face challenges in balancing it. The Conference Management and Finance Committees have emphasized attracting exhibitors and sponsors in order to limit registration fee increases. There are many other exciting events in store in Milwaukee, including the New Professionals Leadership Workshop and the Diversity in Academia Workshop (both back by popular demand), and First Time Conference Attendee Orientation (especially welcoming new ASPA members). We’ve worked hard to develop a quality, relevant, and efficient conference, and I appreciate all of those who have helped in this process.

Don’t forget that February 18 is the deadline to receive the special early-bird registration price. ASPA member Cheryl Broom is King County Auditor, King County, WA, and president of ASPA. E-mail: cbroom@aspanet.org

ASPA’s District IV Hosts Successful Conference

Former ASPA Executive Director Mary Hamilton (left) poses with William O. “Doc” Farber and Gayane Buniatya, a visiting fellow at Arizona State University from Armenia. All were in attendance at ASPA’s District IV conference, where Farber gave remarks and Buniatya presented on one of the conference’s many panels.

American Society for Public Administration Maryland Chapter Presents

DINNER MEETING SERIES

PAY FOR PERFORMANCE: The Keys to Making it Work
Mr. Howard Risher

Mr. Risher is a consultant to numerous organizations, including the National Academy of Public Administration (NAPA), where he has worked on studies related to employee compensation and performance in the federal government. He was a member of the project team for the recently released report Recommending Performance-Based Federal Pay. He previously was a member of the NAPA teams that prepared reports on the Senior Executive Service and on a new personnel system for federal IT specialists.

He has been responsible for consulting studies for several federal and state agencies, including the 1990 study for OPM that led to the Federal Employees Pay Comparability Act and the locality pay system. He has also consulted with the United Nations on pay and performance issues.

Snyder’s Willow Grove
941 Hammond Ferry Rd., Linthicum, MD 21090
February 18, 2005 6:30pm-9:00pm
Cost: $30.00 Dinner is included.

Program Timelines:
6:30-7:00p Check-in, Networking
7:00-7:15p Dinner
7:45-8:15p Presentation
8:45-9:00p Chapter President Remarks

Seating is limited—RSVP by February 14, 2005
By sending a check payable to “MD ASPA” to:
Chip Riddleberger, 111 Riverview Lane, Greenbrier MD 21619

For questions/directions, please call Chuck George (410) 963-6239, or via email at chuck@georgo.com

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410-963-6239, or via email at chuck@georgo.com

ASPA Members Will Vote on Possible Bylaws Changes

Later this month, ASPA members will receive their 2004-5 ballots. In addition to electing a new vice president and National Council representatives, members will be asked to vote on two proposed changes to the Society’s bylaws. The first would remove language from the bylaws stipulating the state configuration of electoral districts; the second would change the reappointment of the Public Administrative Review Editor-in-Chief from successive one-year terms to successive three-year terms.

ASPA Dues to Increase January 2005

In March of 2003, in response to data from ASPA’s membership satisfaction survey, the 2002-03 National Council, at the recommendation of the Finance Committee, unanimously voted to simplify the membership dues structure. This simplified dues structure puts ASPA membership at a flat rate of $100 per year, with Student Membership remaining at $40 per year and receiving PAR in electronic format only.

Contact ASPA’s Membership Services Department at 202-585-4309 with questions.

ASPA Seeks 2005 District Conference Hosts

Members in two ASPA districts can begin making plans to attend conferences next year and receiving membership at a flat rate of $100 per year, with Student Membership remaining at $40 per year and receiving PAR in electronic format only.

Contact ASPA’s Membership Services Department at 202-585-4309 with questions.

ASPA Offers Free Web Sites to Chapters, Sections and University-Based Affiliates

ASPA recently obtained additional space on its second server (aspaonline.org) and can now offer each of its chapters, sections and university-based affiliates a free 10MB web site. ASPA will serve as host, but each interested chapter/section/university-based affiliate must identify its own webmaster. As of press time, eight chapters (Central Pennsylvania, Central Piedmont, Inland Northwest, Los Angeles Metropolitan, Maine, Maryland, Sacramento and Suncoast), two sections (ETHICS and SPAR) and one university-based affiliate (Walden University) have accepted ASPA’s web site offer. If your chapter/section/university-based affiliate wishes to explore this opportunity, please contact ASPA Senior Director Erik Bergrud at ebergrud@aspanet.org or (816) 891-2490.

COMPA Extends Submission Deadline

The Conference of Minority Public Administrators (COMPA) has extended until January 15 the deadline for paper submissions for its 2005 national conference in Corpus Christi, TX, which will be held February 9-13. Paper sessions provide an opportunity to present research in an interactive way, to discuss findings in an individualized and informal manner. Conference papers can also be submitted for publication in the Journal of Public Management and Social Policy. Papers should be focused on the conference theme “The Future Workforce: Building Intellectual and Technical Capital” and contain an abstract. Submitters should send their abstract or paper to Ruseena Saunders at Ruseena.Saunders@fortworthgov.com. More information about the COMPA conference can be found at www.natcompa.org.

Evergreen Chapter Members Participate in Mixer

On November 18 the Institute for Public Service at Seattle University hosted a “mixer” between students of the MPA program, alumni and ASPA Evergreen Chapter leaders. The evening commenced with a panel discussion by accomplished alumni moderated by the Institute’s director, Russ Lidman. The panelists included a state senator, a Microsoft internal auditor and former U.S. regional postmaster, a U.S. Passports director and member of the foreign service, and a health care manager. While representing varied public service careers, they spoke passionately and persuasively about the rewards and challenges of being a public servant and pursuing more than one career track.

ASPA Evergreen Chapter President Mary Van Verst, President-elect Gary Walker and Board members Andrew Franz and Dave Broom served as mentors in the final program session that provided students a few minutes of one-on-one time with the panelists, other SU alumni and ASPA board members. ASPA President Cheryle Broom also participated and had an opportunity to highlight the value of ASPA membership to the students.

SPAR Seeks Book Award Nominations

ASPA’s Section on Public Administration Research (SPAR) is pleased to announce that nominations are now being accepted for its second book award for public administration scholarship. Books with copyright dates in either 2003 or 2004 are eligible. The book’s orientation may be quantitative, qualitative, interpretive, ethnographic, historical, archival, normative, or theoretical. Evaluative criteria include outstanding accomplishment of the research objectives, high-quality writing, and potential to constitute a lasting contribution to the public administration literature. Textbooks and edited volumes are not eligible. A maximum of two book nominees will be considered from any single publisher. Nominations including a short justification relative to the above criteria, should be made initially via e-mail to John Clayton Thomas at jthomas@gwu.edu, with four copies then sent to: Dr. John Clayton Thomas, Andrew Young School of Policy Studies, 14 Marietta Street NW, Suite 330, Atlanta, GA 30303. Deadline for receipt of copies of nominated books is January 15, 2005, but earlier submissions are encouraged. The winner of the award will receive a plaque, a small honorarium, and notice published in the American Review of Public Administration. The award will be presented at the SPAR section meeting at the Milwaukee ASPA conference. Erik Bergrud is ASPA’s senior director of program and service development. E-mail: ebergrud@aspanet.org.

Have you visited ASPA’s web site lately?

www.aspanet.org
American Society for Public Administration
Advancing excellence in public service

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Membership Acceptance Form

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Paid as a
Family Member

Membership Fee

- ASPA Membership $125.00
- Supporting Individual $250.00
- Sustaining Individual $500.00
- International Mail $100.00
- International Electronic $50.00
- Family Membership $35.00
- Electronic Student Membership $40.00
- Full Student Membership $75.00
- (Full Student Membership must be the same name as student and ability to receive an ASPA discount)

Select A Chapter

Chapter Number
Select the chapter in which you wish to join

More

Get information on:
- University-based Affiliates
- Agency or Organizational Membership
- Group Membership
- ASPA at www.aspanet.org

Optional Fees

Section Pass $125.00
- State Membership
- Additional Chapter Pass
- Total Chapter Pass $350.00

Postal Options
- Paid for Canada and Mexico $50.00
- USPS Airmail Delivery $37.50
- International Mail Delivery $75.00

Additional Chapter Fees
- Additional Chapter Membership $25.00
- Additional Chapter $75.00

Total Optional Fees $350.00

Payment Information

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

Grand Total Fee $ __________

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- American Express
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New ASPA Members

ASPA welcomes the following new members in the month of November 2004. Please note: members rejoining ASPA are not included on this list.

Tim H. Holloman ENC Luke Helm, Jr. CENILL Reynaldo Flores NOTX Tim Hallmon GOLDFL
Steven Samra CENCAL Ann Muenstermann CENILL Quentin D. Hix NOTX David Brown, II MISSIS
Heidi Burch LAMETR Pamela Hoffman KANSAS Kelly Hobbs NOTX Clyde Deschamp MISSIS
Alexander Curtis LAMETR Linda Wood KANSAS Courtney Walkc NOTX Jerry L. Jones MISSIS
Sylvia Meza LAMETR Remi Awojobi, Jr. MD Latricia Gillis NEFL Tangelia Parker MISSIS
John Ostrowski LAMETR Charles Bailey MD Daniel Rotermund NEFL Cynthia K. Patton MISSIS
Emmy Rhine LAMETR Clinton Brownlowe MD Ronald D. Kirby UTAH Mark Pantaleo GULFL
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Burt Stillar LAMETR Stephen Finger MD Erica Bentley WV Harold Donald Pitts NOVA
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Djuna Gray SFRAN Pamela Roberts MD Jacob Gillander -EVERGN Joane White NOVA
Robert Malone SFRAN Cedric King MASS Mark Kimball -EVERGN Terri Clay GRTBIR
EL Shahaly SFRAN Joshua Kissner MASS Sarah Miller -EVERGN Rhonda Copeland GRTBIR
Kathleen A. Carlson COLO Victor Oladapo DETMI Jerry VanderWood -EVERGN Ray Minor GRTBIR
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Assistant Professor  
School Of Urban And Public Affairs  
University Of Texas At Arlington

The School of Urban and Public Affairs (SUAP) at the University of Texas at Arlington invites applications for a tenure-track faculty position at the Assistant Professor rank with expertise in Urban Politics beginning Fall 2005. Candidates should be qualified to teach courses such as urban politics, urban bureaucracy, and intergovernmental relations. Applicants must have completed their doctorate in Political Science, Public Administration, Public Policy, or a related field by Sept. 1, 2005. The School is especially interested in candidates who have an established research record with interest in working in a multidisciplinary environment as well as a commitment to community service. The School offers excellent teaching and research support, and its location in the heart of the Dallas-Fort Worth metropolitan area provides an ideal urban laboratory for research and community service. The School, with an interdisciplinary faculty of 19, offers five graduate degrees including: Ph.D. in Urban and Public Administration, Ph.D. in Urban Planning and Public Policy, Masters in Urban Affairs, Masters in Public Administration, and Masters in City and Regional Planning. Letter of application indicating research and teaching interests, vitae, and three letters of recommendation should be sent to Dr. Xuthang Li, Chair, Search Committee, School of Urban and Public Affairs, Box 19588, The University of Texas at Arlington, Arlington, TX 76019-0588. Review of applications will begin on December 15, 2004. Applications received by December 15, 2004 will be given first consideration although we will continue to accept applications after that date. The University of Texas at Arlington is an Equal Opportunity/Affirmative Action Employer.

Professor of Public Administration  
Rutgers University-Campus at Newark

The Graduate Department of Public Administration seeks to fill a tenured position at the rank of full professor to begin September 2005. Teaching responsibilities will be in the Masters and Doctoral programs. Experience with or interest in teaching students with diverse cultural backgrounds is essential. Appointees will be core faculty members in a highly rated NASPAA-accredited public administration program. Candidates must be able to teach introductory and advanced core courses in public administration. The Department is open to a range of specialization. Urban interests are particularly important to the mission of the Campus, and Department faculty are encouraged to participate in the new Cornwall Center for Metropolitan Studies as well as the Department’s National Center for Public Productivity. As a major public university center in New Jersey’s largest city, the Newark Campus of Rutgers provides students with the knowledge and preparation necessary for leadership roles in an increasingly complex society. The campus is the most diverse national university in the United States and is ranked as one of the top one hundred doctoral degree granting campuses in the country. The Department offers an on-campus M.P.A., an off-campus Executive M.P.A., and a research-oriented Ph.D. Faculty are also involved in a new M.P.H. program, a Not-for-Profit Certificate and a planned Certificate in Urban Educational Administration and Leadership. Total enrollment is more than 200 students. Teaching, published research and public service are important to the Department. Candidates should hold a Ph.D. in public administration or a closely related field as of September, 2003. Candidates should immediately send a letter of application, curriculum vitae, and three letters of reference to Dr. Marc Holzer, Chair, Graduate Department of Public Administration, 7th floor, Hill Hall, 360 Dr. Martin Luther King Blvd., Newark, NJ 07102. Review of applications will begin on November 1st and will continue until a satisfactory candidate is found. Women and minorities are especially encouraged to apply. Email inquiries may be directed to: mholzer@andromed.rutgers.edu. Please consult the Department and Campus websites for further information: http://www.pubadmin.rutgers.edu and/or http://www.rutgers.newark.rutgers.edu/

Two Professors of Public Administration  
California State University, San Bernardino

California State University, San Bernardino, is seeking to hire two professors of Public Administration. The first position will be at the senior level and will serve as the Chair of the Department. He/she will teach courses in the areas of research methods, administrative law and regulations, government-business relations, and contribute to the Master of Public Administration program’s overall research, teaching, and service missions. The second appointment will be at the senior level and will serve as the Chair of the Department. He/she will teach courses in the areas of research methods, administrative law and regulations, government-business relations, and contribute to the Master of Public Administration program’s overall research, teaching, and service missions. Both successful candidates will be committed to instruction in a distance education format. The Department of Public Administration is located within California State, San Bernardino’s College of Business and Public Administration. It offers the BA in Administration with a Concentration in Public Administration and the Master of Public Administration programs at California State’s main campus in San Bernardino, and in Palm Desert. The new faculty members will have the opportunity teach in both places. The MPA program is also offered off-site as a convenience to students.

The Master of Public Administration and BA in Public Administration programs have about 110 students, and include an emphasis in Water Resources Management. The graduate program is accredited by NASPAA. San Bernardino is 60 miles east of downtown Los Angeles. It is adjacent to many recreation areas. The County of San Bernardino has 24 cities and Riverside County 26 cities. Together, they constitute one of the fastest growing population areas in the U.S. Applications should be submitted by December 1, though the positions will remain open until filled. Please specify for which position you are applying. Applicants should send a curriculum vitae, names and addresses (with telephone numbers) of three references, and teaching evaluations to Dr. Michael Clarke, faculty search Committee Chair, Department of Public Administration, California State University, 5500 University Pkwy, San Bernardino, California. 92407. E-mail at mclarke@csusb.edu, telephone at (909) 880-5758 or by fax at (909) 880-7517.

Two Positions  
The Evergreen State College

EVERGREEN

The Evergreen State College is seeking a full-time, continuing faculty member in Public Administration. The successful candidate will teach in the MPA program and, on a regular rotation, in the interdisciplinary undergraduate curriculum. Within the MPA program, the candidate is expected to teach a variety of subjects within the public administration/public policy curriculum including quantitative and qualitative analytical methods and techniques (introductory and advanced). Expertise within the following policy areas is desired: health, education, community development, or corrections or management. Review of complete applications begins February 1, 2005 and will continue until finalists are selected. MPA Generalist/Tribal Governance Specialty

The Evergreen State College is seeking a full-time, continuing faculty member in Public Administration with a specialty in Tribal Governance. The successful candidate will have experience or interest in interdisciplinary, team teaching. They will need to teach a full range of basic MPA courses in addition to a series of specialized courses focusing on the governance systems of Indian Tribes in an Intensive Format cohort-based program. Major topics in coursework include the full range of topics in the field of public administration, non-profit administration, public policy, and intergovernmental relations. The candidate may also have a specialty area within the following tribal governance policy areas: health, education, community development, enforcement or corrections or management. Review of complete applications begins February 7, 2005 and will continue until finalists are selected. About The Evergreen State College and the MPA Program

The MPA Tribal Governance program is set within the larger MPA program that offers concentrations in Public and Non-Profit Administration, and Public Policy in addition to the Tribal emphasis program. Faculty team-teach core and elective programs in the tribal and non-tribal cohorts. All classes are offered in the evenings or in weekend-intensive formats. Faculty members rotate out, on a regular basis, to teach in the undergraduate programs. The Evergreen State College is located in Olympia, Washington. Faculty members have access to Washington state, various local and tribal governments as well as innovative community-based opportunities. Evergreen has significant ties with Indian tribes: our Tribal Governance MPA is the first of its kind in the country. The campus is beautiful - located on 1000 acres of forested land, buttressing the southern most tip of the Puget Sound and includes The Longhouse, a focus for a variety of native-based activities, reservation and campus-based Native American studies programs and the Northwest Applied Indian Research Center. Salary for all positions based on experience and degrees, with excellent benefits package, including same sex domestic partner benefits and relocation assistance. For job announcements and to apply online, visit: www.evergreen.edu/facultyhiring, The Evergreen State College, Faculty Hiring L2211, 2700 Evergreen Parkway NW, Olympia, WA 98505, 360-867-6861 AA/EDE/ADA

Assistant/Associate Professor of Public Administration  
Pennsylvania State University, Harrisburg

Penn State Capital College. School of Public Affairs invites applications for a tenure-track position in Public Administration at the Associate Professor rank (although outstanding candidates at the Assistant Professor level will also be considered), beginning August 2005 at its Harrisburg campus. Candidates should have teaching and research interests in Organizational Theory, Organizational Behavior, and Organizational Change and Development. It is desired but not necessary to be able to teach Public Sector and Nonprofit Human Resources Management and Public-Private Contracting. Qualifications include a doctorate in Public Administration or a related discipline and a record of sustained scholarly productivity and teaching excellence. The primary teaching assignment will be in the Master of Public Administration and Ph.D. in Public Administration programs, with opportunities to teach in undergraduate programs at Harrisburg or Schuylkill Haven. For more information on the School, its programs, and its faculty, visit our web site at http://www.hsg.psu.edu/spa/

Please send letter of application, curriculum vitae, with names and addresses of five professional references to: Public Administration Search Committee, c/o Mrs. Dorothy J. Guy, Director of Human Resources, Penn State Capital College, Box ASPA, 777 West Harrisburg Pike, Middleton, PA 17057-4908. Application review will begin immediately and continue until the position is filled. Penn State is committed to affirmative action, equal opportunity, and the diversity of its work force.
Assistant/Associate Professor of Public Administration
Suffolk University

Suffolk University is located on Beacon Hill in Boston, Massachusetts, the government, health, finance, education and cultural hub of New England. The Public Management Department, which is NASPAA accredited, seeks candidates with a doctorate or at near completion in Public Administration, Organizational Behavior, or related fields for a tenure track position, pending funding, starting September, 2005.

Applications are encouraged for research and teaching in organizational behavior, community development, civic engagement, conflict resolution, and non-profit management. The candidates should be proficient in two or more areas of our core curriculum: organizational effectiveness, human resources management, and leadership.

Send application letter, current vita, and the names of three references to: Dean Richard Torrisi, Sawyer School of Management, Suffolk University, 8 Ashburton Place, Boston, MA 02108.

Suffolk University is an affirmative action/equal opportunity employer.

Professor/Assistant Professor in the Department of Politics and Public Administration
University of Hong Kong

THE UNIVERSITY OF HONG KONG

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

Professor/Assistant Professor in the Department of Politics and Public Administration (Ref.: RF-2004/2005-237)

Applications are invited for appointment as Professor/Associate Professor/Assistant Professor in the Department of Politics and Public Administration, tenable from August 1, 2005 or as soon as possible thereafter. The appointment will initially be made on a three-year fixed-term basis, with the possibility of renewal. The Department of Politics and Public Administration was founded in 1970. Its undergraduate programme focuses on public policy and administration, comparative politics, international relations and political theory. The Department also offers 2 highly successful taught postgraduate programmes – Master of Public Administration and Master in International and Public Affairs. Information about the Department can be obtained at http://www.hku.hk/papweb.

Applicants should possess a Ph.D. degree and a strong record of research and teaching. Preference will be given to those with teaching and research competence in public policy and administration, comparative public policy, public finance, NGOs' governance, and global governance.

Annual salary (subject to review from time to time at the entire discretion of the University) will be in the range of HK$451,980 - 873,360 (approximately USS $115,500 - HK$451,980), starting salary depending on qualifications and experience. The appointment will attract a contract-end gratuity and University contribution to a retirement benefits scheme, totalling up to 15% of basic salary. At current rates, salaries tax does not exceed 16% of gross income. The appointment carries leave and medical/dental benefits. Housing benefits will be provided.

Further particulars and application forms (272/302 amended) can be obtained at https://extranet.hku.hk/apptunit/; or from the Appointments Unit (Senior), Human Resource Section, Registry, The University of Hong Kong, Hong Kong. Tel: (852) 2540 6735 or 2558 2008, e-mail: apptunit@hkucc.hku.hk. Review of applications will start from February 28, 2005 until the post is filled.

The University is an equal opportunity employer and is committed to a No-Smoking Policy.
Assistant Professor
Clemson University
Public Administration and American Politics. The Department of Political Science at Clemson University invites applications for a tenure-track position at the assistant professor level to teach research methods and statistics in the Department’s Master of Public Administration program, as well as undergraduate political science courses, effective August 2005. The MPA is a joint program offered in cooperation with the University of South Carolina. The program serves the public and nonprofit sectors in the growing upstate region of the state. The successful candidate will be expected to teach research methods in the MPA program and teach introductory and advanced courses in the undergraduate program in political science. Candidates with research interests in public policy, American government, and bureaucratic politics are particularly welcomed. The Department offers the graduate MPA degree and a graduate Certificate in Public Management, as well as a BA and BS in Political Science with concentrations including public policy, public administration, and American politics. There may also be opportunities to teach courses in Clemson’s Ph.D. in Policy Studies program. Clemson University encourages an interdisciplinary focus in research and teaching across its broad academic emphasis areas. Accordingly, a diverse and strong record of research is required as well as a demonstrated commitment to excellence in teaching. Minority and women candidates are especially encouraged to apply. A doctorate in public administration or political science by the time of employment is required. Candidates with a practitioner background are welcomed. Applications should include a letter of interest, curriculum vitae, transcripts of graduate work, three letters of recommendation, a sample of scholarly work, and evidence of teaching performance. Send all application materials to Dr. Robert W. Smith, Chair, Public Administration/American Politics Search Committee, Department of Political Science, Clemson University, 232 Brackett Hall, Clemson, SC 29634-1354. Applications received by January 31, 2005 will be assured full consideration. Clemson University is an affirmative action equal opportunity educator and employer.

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January 2005

17-28 Essential Economics for Senior Policy Makers
City: Boston, MA

25-27 Performance Measurement for Information Technology in Government
City: Washington, DC

February 2005

Jan. 30-
Feb. 10 How to Implement Privatization Transactions: From Strategy to Implementation
City: Boston, MA

2 Governing Outlook in the States 2005
City: Washington, DC

8-13 2005 Conference of Minority Public Administrators (COMPA) National Conference
City: Corpus Christi, TX
Contact: Dana Bruce at dbruce1973@hotmail.com

10-12 Teaching Public Administration Annual Conference (co-sponsored by ASPA’s Section on Public Administration Education, SPAE)
City: Fort Walton Beach, FL
Contact: Dr. Ellen Rosell at erosell@troyst.edu

March 2005

3-7 UN60 Commemoration and UNA-USA Biennial Convention
Location: New York Marriott East Side, New York, NY

9-13 59th International Atlantic Economic Conference
City: London, UK

April 2005

2-5 66th Annual ASPA National Conference
Theme: Advancing Public Service Performance: Innovations in Research and Practice
City: Milwaukee, WI

6-8 9th International Research Symposium on Public Management (IRSPM IX)
Location: Bocconi University, Milan, Italy
Contact: Stephen P Osborne at s.p.osborne@aston.ac.uk

7-11 Midwest Political Science Association 63rd Annual National Conference
Location: Chicago Palmer House Hilton Hotel, Chicago, IL

June 2005

2-5 Ethics and Integrity of Governance: A Transatlantic Dialogue
[Co-sponsored by ASPA’s Section on Ethics]
City: Leuven, Belgium
Contact: Jeroen Maesschalck at jeroen.maesschalck@soc.kuleuven.ac.be

9-11 18th Annual Meeting of the Public Administration Theory Network
Theme: "More Perfect Unions? Public Administration in an Era of Political and Economic Integration"
Location: Krakow, Poland
Contact: Frank Scott at fscott@csuhayward.edu

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

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