Federal Government Moves Toward Performance Pay

Washington, DC—The federal government is now moving to a pay-for-performance salary management philosophy, says a new report, “Pay-for-performance: A Guide for Federal Managers,” released by the IBM Center for The Business of Government. The change has been discussed for over 20 years, but the transition has been extremely slow.

The change in policy gained new momentum when the Departments of Defense and Homeland Security were authorized to develop their own pay systems. Both have committed to relying on pay-for-performance. In combination, the two new pay systems will cover nearly 750,000 employees.

Pay-for-performance is also the central change in the way the members of the Senior Executive Service (SES) will be compensated into the future. The new model for SES pay requires a solid linkage between pay and performance. Those agencies that meet the criteria established by the Office of Personnel Management (OPM) will be allowed to raise the cap on both SES salaries and on the total of salary and bonuses.

Author Howard Risher, an international expert on pay-for-performance, warns that the transition to a pay-for-performance environment is not going to be easy. Indeed, he believes this may well prove to be the most difficult change any organization ever attempts. However, the switch to a pay-for-performance policy is much more likely to be accepted and successful if managers and employees understand why the change is necessary, what they can expect, and what steps are planned to ensure it is fair and equitable. In the end, Risher is convinced that a new pay-for-performance policy will contribute to improved agency performance in the federal government.

In the private sector, pay-for-performance is a virtually universal policy for white-collar workers at all levels. At the management level, pay packages commonly include cash incentives and stock ownership opportunities that link rewards to the success of the company as well as individual performance. For lower-level employees, the use of group incentives such as gain-sharing plans has

America Recycles Day

Washington, DC—On the heels of a divisive election, new data released by the Partnership for Public Service finds one surprising area of agreement among conservatives, moderates and liberals: a belief in the importance of government.

“The post-election buzz is about ‘values’ and how they divide us, but one value that unites Americans is a belief in the potential of government as an instrument for good,” said Max Stier, president and CEO of the Partnership for Public Service.

The majority of American voters say they want our leaders to lay out a positive vision for improving government, rather than engaging in ‘bureaucrat’ bashing.”

By roughly a 2-to-1 margin (52 percent to 27 percent), the American electorate agrees that the nation needs a positive vision of how to make government more effective, and that the blame for government does not lie with federal workers but with elected leaders.

This opinion is evident among Republicans and Democrats, liberals and conservatives, men and women, younger and older voters, and Evangelical Christians, Protestants and Catholics. The views cut across geographic regions as well.

In addition, a majority (53 percent) of voters see “improving the federal workforce” as key to winning the war on terror.

The findings build on the results of an earlier survey conducted by the Partnership, and reported on in the September issue of PA TIMES, in which 91 percent of Americans said that the jobs, duties and functions of federal government workers are important to their daily lives—views that cut across political ideology, race, and geographic lines. But while that support for government may be broad, it is easily tarnished by anecdotes about “federal government workers,” “71 percent of respondents had a favorable response. But when asked about “federal government bureaucrats,” the number of people reacting positively dropped by more than 50 percent to only 20 percent.

For more on the data, visit www.ourpublicservice.org.
Studies Show People Perform Better When Rewarded for Work

From PERFORMANCE PAY, pg. 1

expanded over the past decade. And, of course, their salary increases are based on an assessment of their performance.

For federal agencies, this represents a fundamental change in compensation philosophy. The General Schedule, with its virtually automatic step increases, has long been criticized as responsible for contributing to an “entitlement” culture. Moving to pay-for-performance will require managers and supervisors to develop the skills needed to manage performance and to handle the discussions related to these issues with their people. It will take several years to develop and implement the new systems and gain acceptance for the new philosophy.

Surveys of federal employees confirm that employee reward practices across the federal government are ineffective. OPM’s Federal Human Capital Survey shows consistently, agency by agency, that scores on the “performance-based rewards and advancement practices” dimension are lower than any other HR practice. The survey questions tied to this dimension cover different reward practices, and the results are uniformly low—recognition and reward practices are a general problem in federal agencies.

Research over the years confirms that people—and ultimately the organizations themselves—perform better when they are rewarded for their performance. Tying rewards to results enhances the focus of employees onwhat they are expected to accomplish. They want to be recognized and valued for their contribution. That is consistent with theories related to the way people are managed. The interest in quality management and, of course, the quality guru, Edward Deming, convinced American industry that frontline workers should be trusted to solve problems and serve customers. The interest in quality management was followed by a recession that prompted companies to focus on performance issues and by the reengineering of production and service delivery systems. These changes in work management practices have been referred to as a new work paradigm. This experience triggered a high level of interest in improved employee and organization performance, and reinforced the role of pay-for-performance.

The theories and the experience in other sectors provide a solid foundation for planning a pay-for-performance policy. Salary management is always a problem—it involves ongoing decisions by managers in different work areas confronted by different circumstances. And the decisions affect their employees, their careers, and their relationships with co-workers. When rewarded, the managers and employees have to live with a salary system. Government is, of course, an environment where neither managers nor employees have prior experience with these issues. For that reason, a basic goal should be to make them as comfortable as possible with their new roles and expectations.

The switch in policy has a much higher prospect for success if managers and employees are involved in the planning. They need to discuss and work to gain agreement on current pay problems, the parameters of the pay-for-performance model, the refined role of managers, and what the agency hopes to accomplish. The focus of the discussion is how to make the new policy successful in the organization. Very few managers and employees have previously considered these issues, so it may take time to reach agreement.

At its core, a pay-for-performance policy has to reflect the philosophy and values governing employee relations, and those considerations are tied up in the work paradigm. A new policy has to be compatible with the shared understanding of what’s expected of workers and the way they are managed.

Experience suggests planning should start with the principles that will govern salary management. These principles relate to managers and their roles, to the management of performance, and to the basis for rewards. Agreement on the principles will facilitate consistent salary management across the organization.

The importance of the discussions cannot be overstated. Pay-for-performance policies reflect a basic model but differ in their details from employer to employer. There are no textbook answers. It is important that the policy “fit” the organization and its approach to management. For that reason, the report discusses the parameters of pay-for-performance policies.

The principles, however, provide a framework for developing and evaluating specific policy provisions and management practices. The report concludes with a series of recommendations related to the following subjects:

- Building support and “ownership” for the policy change
- Defining goals in moving to pay-for-performance
- Preparing and supporting managers in their new role
- Enhancing employee understanding
- Assessing performance management system considerations
- Planning to avoid anticipated problems
- Managing incentive bonus awards
- Managing non-cash rewards

“Research over the years confirms that people—and ultimately the organizations themselves—perform better when they are rewarded for their performance. Moving to pay-for-performance will require managers and supervisors to develop the skills needed to manage performance and handle the discussions related to performance with their people” said Nicole Gardner, partner and practice leader, Human Capital Management, IBM Business Consulting Services.

Wealth Gap Widens Between Whites and Hispanics

Study Shows Recession and Jobless Recovery Were Harder on the Net Worth of Minority Households

Washington, DC—A new study from the Pew Hispanic Center finds that the wealth gap between Hispanic and non-Hispanic White households has increased in the recent past. And the gap in wealth is far greater than the gap in income.

According to the study, the median net worth of Hispanic households in 2002 was $7,932. This was only nine percent of $88,651, the median wealth of non-Hispanic White households at the same time. The net worth of Hispanic Black households was only $5,988. Thus, the wealth of Latino and Black households is less than one-tenth the wealth of White households even though Census data show their income is two-thirds again as high.

The economic situation grew worse during the latest recession. A Pew Hispanic Center analysis of data from the Census Bureau finds that the 2001 recession and the jobless recovery that followed were much harder on the net worth of minority households. Between 1999 and 2001, the net worth of Hispanic and non-Hispanic Black households fell by 27 percent each while the net worth of non-Hispanic White households increased by 2 percent.

There are many reasons for the growing gap, according to the study that focuses on the net worth of Hispanic households in the 1990 to 2002 time period. Minorities, for example, have more limited access to financial markets and face greater barriers to homeownership. The ownership of a home bears a strong relationship with the net worth of a household. Homeowners own more of other assets and have a huge advantage in net worth over renters and other households. Hispanic homeowners, in fact, have a net worth that is half again as high as the wealth of non-Hispanic homeowners. But non-Hispanic households are much more likely to own homes and that creates an even bigger gulf in wealth across the two groups.

Large segments of Hispanic and non-Hispanic Black households are vulnerable to economic downturns since more than one-quarter of them have little or no net worth. Also, more than one out of four Hispanic and non-Hispanic Black households own no assets other than a car or unsecured debt.

Hispanics are also relatively young, not as highly educated, concentrated in high cost regions, such as New York and California, where homeownership can be less attainable, and much more likely to be immigrants. All of these factors contribute to lower levels of wealth but are also self-correcting to some extent.

“The wealth gap should shrink as the Latino population ages and acquires greater education, especially college degrees,” said Roberto Suro, director of the Pew Hispanic Center. “The Hispanic population is also starting to penetrate into new settlement areas, such as, Raleigh, Omaha and Nashville, and this trend may help more Latino households become homeowners.”

The data from the Census Bureau shows the estimation of wealth maintained within the borders of the U.S. only. But, for many immigrants, and especially Hispanics, the ability to support family members through remittances is an important motif for coming to the United States. More than 10 million Latin American immigrants in the United States last year sent in excess of $30 billion to their families back home. That computes to more than $2,500 per year for each Hispanic household in the U.S. If that sum were saved and invested within the U.S. it would have a significant impact on the measured wealth of Hispanic households, even if it were not nearly enough to close the gap between them and non-Hispanic households.

The Pew Hispanic Center was founded in 2001 with support from The Pew Charitable Trusts. The Center conducts non-partisan research that aims at improving understanding of the Hispanic population. It is a project of the Pew Research Center. For more information and access to the full report visit www.pewhispanic.org/index.jsp.

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Multiculturalism for the Long Haul

Immigration’s Enduring Challenge to the Public Service

Christopher Daniel

Immigration has changed. During the mid-20th century immigrants impacted the U.S. periphery, specifically the Southwest and coastal gateway cities, usually by legal means and not through the back door. Foreigners harvested fruits and vegetables but other labor needs were met by baby boomers, women working outside the home for the first time, and ‘internal immigrants’ from the rural South and Appalachia. No longer receiving infusions of labor from those sources, today’s economy relies heavily on immigrants, especially for dirty, physically demanding, and difficult jobs. Unless an extraordinary catastrophe occurs, such as a reprise of the Depression, the American economy will continue requiring new blue collar immigrants. Most of these workers will be neither “White” nor English speaking. Neither changing immigration laws nor adjusting enforcement strategies can alter this situation. So, public managers need to accept four fundamental realities:

Reality #1–Working class immigration persists because it undergirds state and local economies.

Possessing more education than their parents had, native-born Americans are no longer willing to perform unpleasant jobs, or to raise enough children to support the nation’s growth. Activities performed by working class immigrants sustain both economic activity and daily life. For example, immigrants clean hotel rooms, service porta-potties, tend and pick crops, lay asphalt, paint the ceilings of manufacturing plants, slaughter and cut up cattle, and sanitize hospital floors.

Even during economic downturns employ- ers need both blue collar immigrants. Their representation in the workforce increased during the 2000-2002 recession, even in relatively poor states such as Kentucky. Legal immigration continues to be supplemented by undocumented workers, despite intensified Border Patrol enforcement. If the Border Patrol ever closes all borders, the American economy will not function as it does today. American managers and service professionals serve immigrant clienteles while working effectively with diverse colleagues. Individuals’ multi-cultural knowledge varies. Subordinated people often learn how to ‘read’ the words and actions of those who command respect or exercise power, while members of dominant groups remain unaware of ‘others’ experiences and values. Everyone who encounters difference, however, has ethnocentric tendencies. As Craig Storti observes in The Art of Crossing Cultures, to make sense of the world all humans instinctively expect others to experience situations as they themselves do. Baffled by cross-cultural misunderstandings people often reduce their interactions with one another. Fortunately, psychologically secure, socially supported individuals can, over time, learn to function bi-lingually and/or cross-culturally. Developing cross-cultural and/or foreign language skills increases public service professionals’ acceptance of uncertainty while enhancing their listening, observational and reflective skills. Developing understanding of one culture can potentially increase sensitivity to other groups, as well.

To develop multi-cultural competencies, Kentuky State University requires its bachelor of public administration students to complete a six semester hour “Inter-Cultural Requirement.” Students accomplish this by participating in study abroad programs, taking a course about race relations, studying inter-cultural communication and/or completing foreign language classes. Kentucky State’s MPA students are encouraged, but not required, to take elective courses addressing diversity, global issues and immigration policy. Many in-service MPA students are unable to study abroad, but during 2004 three at KSU did so. One student learned about cross-cultural communication in London, another studied immigration in Mexico and the third explored politics in Cameroon.

Understanding of contemporary immigrants’ experiences can be enhanced by reading journalist Ruben Martinez’s Crossing Over: A Mexican Family on the Migrant Trail. Insightful findings from a longitudinal study of Latin American and Asian adolescents’ experiences in U.S. schools are presented by Alejandro Portes’ and Ruben Ramírez’s Legacies; the Story of the Immigrant Second Generation. ASPA member Christopher Daniel is a professor of public administration at the School of Public Administration at Kentucke State University.

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Multiculturalism Commentary

Support family members both in the U.S. and ‘back home’ by washing dishes 70 hours a week have difficulty making time for ESL. Providing services across linguistic chasms is difficult. Public health nurses become frustrated when they cannot communicate effectively with patients and police officers’ effectiveness is reduced when they arrive at domestic disputes or other crime scenes where no one can understand them or speak to them.

Language differences complicate accomplishment of bureaucratic tasks such as collecting taxes and enrolling children in school. To overcome language gaps some jurisdictions make special efforts to recruit bi-lingual professionals from the communities which they serve, either immigrants or subsequent generation members of ethnic communities. Alternatively, current employees’ language and cultural skills can be developed, or those capabilities can be inculcated during pre-service training.

Reality #3–The children of working class immigrants raised in the United States develop English fluency and acquire American values.

Unfortunately, assimilation does not always produce upward mobility. Some members of the second generation assimilate downward into the nation’s native-born underclass, wasting human potential and imposing costs on society. Blue collar immigrants possess determin- nation, self-confidence, and an extraordi- nary willingness to work, but they often have difficulty passing those characteris- tics on to their children.

‘Americanization’ usually deters members of the second generation from accepting the types of dirty, physically demanding jobs which their parents came to the U.S. to perform. Instead, some achieve educational success and assimilate upward to more desirable occupations. Others, experience frustration, anger, and despair, leading them to renounce family obligations, join gangs, abuse alcohol and drugs, and commit crimes. Governments, non-profit organizations, and schools need to do more to help immigrant parents foster their children’s success.

Reality #4–Current law does not permit the admission of enough blue collar immigrants to the United States to fulfill the economy’s needs, so many enter the country covertly.

Flowing from the flawed premise that the United States no longer needs many blue collar workers, from abroad, immigration restrictions complicate the work of public service agencies.

While awaiting liberalization of federal laws, officials often need to interact with undocumented immigrants, just as they do with everyone else in society. To accomplish their missions, agencies sometimes distance themselves from immigration enforcement activities. For example, since the late 1990s the IRS has encouraged undocumented workers to file tax returns using special ID numbers which are not social security numbers. More recently, in response to the 9-11 attacks, the Mexican government has codified anti-counterfeiting technologies to the ID cards issued by its consulates in the United States. While not giving individu- als the right to reside or work in the United States, these Cedulas Consulares are increasingly accepted as identity verification by banks and local govern- ments. To reduce the number of untrained, untested and uninsured drivers on their highways, some states now make licens- ing available to their undocumented residents. Such measures sometimes generate nativist opposition. Just as some professionals took controver- sial stands in favor of civil rights a generation ago, today’s managers often need to respond to public ignorance and anti-immigrant backlash.

Cross-cultural skills can help public service professionals serve immigrant clientele while working effectively with diverse colleagues. Individuals’ multi-cultural knowledge varies. Subordinated people often learn how to ‘read’ the words and actions of those who command respect or exercise power, while members of dominant groups remain unaware of ‘others’ experiences and values. Everyone who encounters difference, however, has ethnocentric tendencies. As Craig Storti observes in The Art of Crossing Cultures, to make sense of the world all humans instinctively expect others to experience situations as they themselves do. Baffled by cross-cultural misunderstandings people often reduce their interactions with one another. Fortunately, psychologically secure, socially supported individuals can, over time, learn to function bi-lingually and/or cross-culturally. Developing cross-cultural and/or foreign language skills increases public service professionals’ acceptance of uncertainty while enhancing their listening, observational and reflective skills. Developing understanding of one culture can potentially increase sensitivity to other groups, as well.

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CAPAM Celebrates 10th Anniversary at Biennial Conference in Singapore

Gillian Mason

“Principles are empty words unless public officers believe in them, share them across agencies and translate them into policies and practices,” said Singapore Prime Minister Lee Hsien Loong in opening the CAPAM 10th Anniversary Biennial Conference in Singapore.

The conference was summed up in a joint presentation by Denis Ives, former public service commissioner and international consultant, Australia and Yeoh Chee Yan, dean, Singapore Civil Service College.

In his remarks, Ives offered a retrospective definitional statement encompassing the three sub-themes: many agencies, one government; engaging citizens; and networking beyond borders as follows:

“Networked Government is a means of improving performance in government activities, and ultimately community welfare, by way of:

• Improved cooperation between government agencies,
• More active and effective consultation and engagement with citizens, and
• In this globalised world, greater engagement at the international level, including through regional and less formal activities.

Networked Government needs to be based on a clear strategy and must embrace appropriate structures, processes, and mechanisms. Networking should not be seen in isolation but as an important element of governance reform generally. Networking initiatives have to be considered in the context of national relevance and affordability.”

Ives goes on to affirm that networking is but part of a complex reform agenda–but a significant part. And networking is a means to an end, not an end in itself.

There is great diversity in CAPAM and differentiation is an important consideration. Related to this is affordability. The tools and forms of networking can be costly. There are choices to be made, but we can share visions, principles and lessons.

In the words of the Denis Ives, “CAPAM, by way of this Conference, is fulfilling its objectives by providing a trade fair of ideas–an interesting range of new ideas and products. What best suits your country? What is affordable? The choice is yours.”

A distillation of the issues raised at the Conference would include the following:

Many Agencies, One Government
• We need to be clear about the purposes and goals of networking.
• What do we want to network for/about?
• What is the vision and strategy?
• What structures, processes and mechanisms should be used?

Note: Good networking involves coordination, cooperation, and consultation—not internal competition between agencies. Monitoring and evaluation and continuous improvement are necessary.

Engaging Citizens
• Citizen engagement needs to be well designed and concerned with core issues.
• It should not be window dressing or a fad; credibility requires relevance and feedback.
• Consultation is an adjunct of representative government, not an alternative or a substitute.
• ICT: Technology is not the be-all and end-all of citizen engagement, but it has promoted networking with citizens by making it easier, where the necessary infrastructure exists.
• ICT has helped clarify the ‘frame of mind’ for engagement; but it is not the only channel to use.
• However, notwithstanding these qualifications, it seems that those countries with a strong ICT capability are engaging more confidently, and more extensively, in citizen centric networking activities.

Networking Beyond Borders
• Globalisation has made international networking a necessity.
• There is a need to look beyond older international institutions, or to enliven them.
• Regional activities may be of particular importance.
• Less formal new opportunities may have a lot to offer.

Ives sums up by saying, “Networking is a necessary but not sufficient condition for reform generally. Networking should not be seen in isolation but as an adjunct to other key activities such as institutional change, policy development and reform, and management improvement.”

In the closing words of Yeoh Chee Yan, “[W]e have observed over the last few days that each country has different concerns and ideas about networked government, depending on where we come from, our particular history, stage of development and circumstances. So too, each country has different answers, again depending on where we are on our reform journey, our resources, and most importantly, the needs of our people.

Yet, I think it is fair to say that there have been some common conclusions. Let me offer three. The first is that Networked Government is very much about people working together. The second is that taking the citizen and customer perspective is key. And perhaps the third is that irrespective of form, sincerity and effectiveness are still what counts.”

Gillian Mason is director of programming and marketing a CAPAM. E-mail: gmason@capam.ca
Something To Consider...

Increased Diversity in the Public Sector Through the Additional Dimension of the Creative Generations

Deniz Leuenberger, Jodie Drapal Kluever

Recent articles appearing in both the September and October 2004 issues of PA TIMES have reported an increased difficulty in attracting individuals to public sector positions in the United States. The public sector is aware of the numerous challenges it faces in regard to employment: competing with the private market place at both the national and internal on- and off-level; the increased economic and natural resource scarcity; and the increased number of retirees in the public sector. These challenges underscore the need to recruit both the younger generation and mid career individuals to public agencies. However, there is something else to consider along with the challenges, an additional dimension to the diversity of the workforce—the impact of generational differences and the growth in numbers of the creative class/knowledge workers. In an attempt to address potential solutions for attracting new employees to the public sector, it becomes vital that we also consider these underlying dimensions.

Some helpful research in understanding these dimensions can be found in two recent books. One text, When Generations Collide, suggests that persons born within certain historical periods share performance and communication characteristics based on social and normative orientation. The authors describe five generational categories with varying communication styles:

• “Traditionalists” express long-term loyalty to organizations and prefer a hierarchical communication system.
• “Baby Boomers” are economically optimistic, hard working, and driven by competition for material rewards and prefer to communicate about macro-level issues.
• “Generation Xers” are skeptical about the safety and the predictability of the world, are media savvy, and prefer to have quick access to information, as well as on-going feedback on their performance issues.
• “Millennials” are realistic, collaborative, driven by meaning in their employment, are experts with the use of technology, and crave increased workplace flexibility and continuous feedback.
• “Caspers” were born at the years at the boundary between generations are able to navigate between generational categories and prefer to facilitate communication between generations of individuals.

Knowledge of these various generations in the workplace and in particular specific information regarding the younger generation (the Millennials) in terms of motivation in the workplace is important in the development of an agency environment that is attuned to citizen and employee diversity. For instance, the ease with which Millennials embrace ethnic, cultural, and racial diversity may be a huge asset to public organizations if they can be invited to be a part of public agency work. Further, understanding generational differences may allow reward, training, and scheduling systems that attract and retain workers from all generational perspectives, increasing the depth of technological, cultural, and educational experience of the organization.

In addition to the generational dimension, Richard Florida, in his text The Rise of the Creative Class, suggests that 38 million Americans, known as the Creative Class or Knowledge Workers, “add economic value to the community through their creative acts.” The significance of this type of worker is in the increasing number of members identified with this class. This group has grown dramatically in recent years to 38,278,000 individuals or 30.1 percent of the work force in 1999. This growth can be compared to the number of knowledge workers as 10 percent of the workforce in 1900, 13.9 percent in 1930, 16.6 percent in 1950, and 18.7 percent in 1980. Knowledge workers bring with them to the workplace the contributions of innovative and cutting edge practices, the quest for life long learning, and creative problem solving skills, characteristics that are attractive and sought by the public sector in addressing current complex and threatening national and global issues.

One of the most important messages gleaned from both texts is the acknowledgment that a shift has occurred in the workforce and that this change has ramifications now and in future for public administration. Both texts lead to questions as to how public administration could and should respond to these changes:

• Does the public sector create an environment that attracts and retains the knowledge worker and respects the generational experience?
• What changes would need to take place in public sector agencies to promote an environment that attracts knowledge workers for more effective, responsive, and meaningful problem solving?
• What are the consequences of attracting or not attracting workers with diversity in experience and knowledge to public agencies?

The answers to these questions may lead organizations to discover the shared meanings and values that attract persons from all generations to the public sector. Beyond the websites and incentive packages, the public sector needs to better express the value of public service—conveying the meaning, which attracted the Traditionalists and Baby Boomers and translate the mission to the Generation X and the Millennial generations.

There is an increasing emphasis on attracting and retaining diversity to the workplace as societal and global needs change. Complex issues, such as Homeland security, require interventions that include input from generational and knowledge class perspectives to affect meaningful solutions. Public organizations must consider diversity in terms generational experience and related communication characteristics. They must also consider the problem solving style offered through the creative/knowledge class workers. As the needs of citizens and as societal problems become less uniform, public agencies would benefit from incorporating generational and knowledge class approaches and from the meanings of public missions emerging from these perspectives.

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Humans have recognized the importance of the first ten years of a child’s life for some time. St. Thomas Aquinas is said to have noted that a child exposed to the teachings of the church for the first four years of life would remain with the church forever. In more recent times, developmental psychologists have labeled the first ten years of a child’s life as the “formative years,” speculating that humans learn as much as 90 percent of everything they will know in their lifetimes during these critical ten years. Among the most important things we learn are the values system through which all subsequent life experiences are filtered.

Not that we are aware this filter is being formed. It is a subconscious, albeit vital, process taking place deep within our subconscious. We do not exercise any conscious control over its function. Indeed, we get uncomfortable if we are made aware that it exists by someone asking us questions about our values or challenging the values we hold. We interact with the world around us in what we perceive to be a sane, rational way, unaware that we are continuously editing the sensory data received in order to maintain our definition of both “same” and “rational.”

As human resources professionals, understanding and recognizing the importance of the formative years has been historically something of a conundrum. We have been forced to tacitly recognize that the individual walking through our doors is, for all practical purposes, a “finished product,” and that the best policies and procedures, the best corporate culture, even our “best practices” programs have little impact on individual employee behaviors that have been forged solidly before arriving at our corporate doors. We note in our literature that 90 percent of the “things that happen” to occur in the workplace are not the result of absence of skills base, but are the result of an “incompatibility” of the employee vis a vis the corporate environment. We are deeply concerned that certain individuals are filtering their opportunities before arriving at our corporate doors. We note in our literature that 90 percent of the “things that happen” to occur in the workplace are not the result of absence of skills base, but are the result of an “incompatibility” of the employee vis a vis the corporate environment.

What if we could be more proactive? What if we could determine what values are most likely to prove successful in our particular organization? And then apply these same values to individuals coming through our employment process? Could this not allow us to match employee with corporate culture and serve both employee and organization? This premise has been the impetus behind a year-long program put into place at Missoula Developmental Service Corporation, a corporation which provides support services for adults with intense developmental disabilities.

The first step in the process was to select a tool that would allow us to deduce the values system being utilized by our employees. The instrument selected was the Values Systems Analysis designed by Dr. Charles Hughes. While Dr. Hughes credits the research of others including Dr. Clare Graves, the significant break through of Dr. Hughes has been the application of values research to the corporate environment. His assessment tool is both simple and workplace specific. It gives the participant eight “theoretical” statements, each containing six possible answers. The participant is able to allocate a total of twelve points among these six answers, and how these points are allocated determines the major values axis for the participant. The tool offers several perceived advantages: First, it is work place specific. It does not ask the participant questions about his/her personal or family life, but focuses instead on expectations in the corporate environment. Second, it is short and easy to take, making it easy to incorporate into the general pre-employment assessment process. We have found that it generally takes participants five minutes or less to complete the assessment. Thirdly, it is easy to score, providing the human resources professional with a quick and effective assessment of the participant’s values structure.

Dependent on how the participant allocates his/her twelve points among the six possible statements, a profile emerges indicating six possible values “types.” Tribalists, Egocentrics, Conformists, Manipulators, Sociocentrics or Egocentrics. Tribalists seek security, Egocentrics seek power, Conformists seek structure, Manipulators seek achievement, Sociocentrics seek people, and Existentialists seek to learn.

It is important to note that there is no “right” or “wrong” set of values—all are equally valid templates through which one may filter his/her experiences. It is logical to assume, however, that corporations have values of their own (most corporations, for example, have clearly defined policies and procedures, which reflect Conformist values). The intriguing postulate is whether one might be able to determine those values most likely to succeed within the corporate values structure.

Obviously few individuals fit exclusively into one values axis. What emerges is a profile for each individual which weighs some values over others, and it was this profile that was the most attracted to me in this instrument in the first place. The question I posed was this: If we administered this analysis to every new hire, would we be able to see any difference between those individuals who were successful and stayed with the corporation compared to those individuals who left the corporation for whatever reason? If such a profile emerged, then it would allow us to more effectively screen applicants who would be likely to stay with the organization, thus reducing turnover of staff and the concomitant loss of production. Equally intriguing, perhaps, would be the insight into the corporate values structure.

The Study

Given that Missoula Developmental Service Corporation is a corporation providing support services for adults with intense developmental disabilities, it was not surprising to find that the strongest values axis for both groups was Sociocentric values, with only an eight-percent difference between the individuals still with the corporation and those who had left. This was reassuring, since it is hoped that an organization such as ours would hire individuals who have a strong orientation to others’ needs, and that individuals who left new hires over a period of a year, would a “profile of success” emerge? In other words, would we be able to see any difference between those individuals who were successful and stayed with the corporation compared to those individuals who left the corporation for whatever reason? If such a profile emerged, then it would allow us to more effectively screen applicants who would be likely to stay with the organization, thus reducing turnover of staff and the concomitant loss of production. Equally intriguing, perhaps, would be the insight into the corporate values structure.

The Results

The Values Analysis was administered to new hires for one year. At the end of the year, the analyses were tabulated and profiled and correlated with those individuals still with the corporation and those individuals who had left the company. When the results were compiled, we would have a generic values profile for both groups which could be compared for similarities and differences.

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Values-Based Analysis One More Valuable Tool for Use When Assessing Job Applications

From EMPLOYEE ASSESSMENT, pg. 7

tions (e.g. long hair, tattoos, body piercings, etc.), all external indicators of Tribalist values, are probably positive traits for our organization. We have stopped shy of identifying and endorsing a corporate tattoo, but it is clear that the organization would be well served to promote team development and strong management skills. Secondly, it has some implications as to how the effective manager in the organization should manage. The Tribalist needs frequent feedback from a strong boss. A manager who communicates once a year with an annual performance appraisal then spends his/her time in the office is not going to be an effective manager in our organization, and we have structured our management-training program accordingly.

The second significant difference between the two groups is an inverse correlation: The successful employee group scored 25 percent lower along the Existentialist value axis. This is actually a logical conclusion. If the majority of our employees are focused on people (Sociocentrics), and in addition seek to identify with the group (Tribalists), the individual who needs neither is likely to feel alienated by his/her peers and find it difficult to do the job effectively. The result will likely be that he/she will self-select to move to an organization which allows him/her to work in isolation, or the individual will be unable to perform effectively and be identified by the manager as someone who does not perform the necessary job functions adequately.

The Caveat
The Values Analysis System is not a panacea. There are, for example, distinct differences among the individual profiles of both groups profiled in our study, so it would be ill advised to administer the tool and hire on the basis of the results. To do so would likely lead to no better recruitment and retention than to administer no assessment at all.

The value of the system is two-fold: First, it does give one another tool that can be used in the overall assessment of applicants. Along with well-structured interview questions and reference checks, it gives the human resources professional another piece of information to assess an applicant’s likelihood of success within the corporation.

Secondly, it is almost as important a tool for organizational analysis as it is for assessing individual applicants. What values are honored by your corporate culture? While the adroit human resources professional can probably speculate meaningfully about this, only an assessment can reveal what values are going to be correlated with success in your organization. Once this assessment is completed, it has significant implications not only for hiring, but also for management training and policy formulation as well.

We have incorporated the results of this yearlong study into our hiring assessment and our management-training program. Each applicant is requested to fill-out and submit the values analysis along with his/her application and the answers to the first tier of interview questions. The profile of the individual is noted and is one additional piece of information factored into the decision to hire or not. This and similar research-based approaches have led to a 50 percent reduction in staff turnover. While reassuring, our ultimate quality objective is zero turnover. The Values Analysis System is one tool which is moving us toward that objective.


Stephen Comer is director of Human Resources at the Missoula Developmental Service Corporation.

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The Leadership Challenge for 21st Century Police Departments

Robert G. Muladore

Arresting the Changemasters

The presence of a police chief who is a police conservationist is critical for a police department to succeed in its mission. The very nature of a police agency’s mission is to maintain the peace in the community. It serves by preventive measures and using force when necessary. Police departments are the chosen entity to respond when crisis and danger are present as well as during routine service duties. How the individual officers respond and deal with daily situations is a function of their knowledge of the agency mission, the values of the department and the level of support the agency can expect from internal and external sources. The conservationist should steadfastly employ only those changes that will further the department’s ability to conserve its mission.

What You’re Selling—We’re Not Necessarily Buying

Rather than be wooed by the whirlwind of leadership movements left over from the 1990s, effective leaders must focus on protecting the ability of their organization to deliver services mandated by their core mission. In the 1990s, public managers were urged to reinvent themselves and their organizations by transforming into innovators and risk takers. The advocates of this movement equated the public service activities often include the defined mission. This means providing services integral to their mission resulting from its mission. The police conservationist, therefore, has an obligation to preserve the agency mission, its values and its institutional values of the department. It is imperative for the leader to eliminate patronage by the police when graft and corruption of politics pervaded police departments. Criminal law was used as the source of police legitimacy and these agencies became known as law enforcement agencies rather than as police agencies.

Today, with the community policing movement, police agencies are reestablishing police-citizen contact. Community policing is not a program, but rather a philosophy and organizational approach based on police-citizen cooperation. Effective methods between the citizens and police are being developed that strike at the root of neighborhood problems. Rather than treating the symptoms, policing methods now attempt to eliminate the cause of the problem. These newly redeveloped methods have focused police on carrying out their mission of resolving citizens’ issues.

The Three Foundations of Police Departments

The three primary goals of the police conservationist are to conserve the agency mission, its values and its support structure.

Conserving Mission. A police department’s mission represents the reason for its existence. Legislation and court decisions set the scope of the mission for a police department. The leader is responsible for setting goals consistent with—and in fact, supporting—the mission. Philip Selznick, in his book Leadership in Administration, stated leaders are irresponsible when they fail to set goals that keep the agency from drifting away from its mission. The police conservationist therefore has an obligation to preserve the values of the department consistent with the defined mission. This means providing public service activities outside the scope of strict law enforcement. Public service activities are core to community policing approaches to police work. These public service activities often include such actions as changing flat tires, providing assistance to the elderly, conducting school programs and other citizen-related service activities.

Conserving Values. Each agency has its own distinctive character and role as defined by its values. The police conservationist has the overall responsibility of protecting these values. To a large degree, the values of an agency are shaped by the policies and the management styles of the organization. It is imperative for the conservationist to create and maintain an effective executive team to guard over the institutional values of the department.

Conserving Support. The core function of the police conservationist is to maintain support for the organization, both internal and external. As organizations are comprised of a number of informal groups, the leader must create a sense of loyalty and belonging toward the police agency. This will help steer the various informal groups toward organizational goals rather than pursuing their individual goals. The leader must gain the trust and shared vision with line police officers to foster the desire to work toward agency goals in daily tasks.

External support groups commonly consist of the citizens who either support the police department or become a source of complaints to elected leaders responsible for overseeing it. Business leaders are another critical constituency wielding a great deal of influence regarding the mission of the department. Support often equates to an adequate funding level for an agency. The more favorable the perception of the police agency, the greater the likelihood the agency will obtain the funding level necessary to carry out the desires of the community served.

ASPNA member Robert G. Muladore has been a police officer for 28 years. He is currently pursuing a Ph.D. in public affairs and administration at Western Michigan University. E-mail: Muladore@voyager.net

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Dismantling Democratic States

It sometimes happens that the most unique and interesting perspective on a subject comes indirectly, on a tangent, and so it is with the best book on public administration I have read in the last year, Ezra Suleiman’s brilliant Dismantling Democratic States. Suleiman, very well known in the study of comparative politics, brings to the study of public administration and particularly bureaucracy, a fresh and exciting perspective. As a comparativeist, he finds patterns and connections and puts them together and the public administration patterns he finds are, put mildly, disturbing.

Suleiman argues that government effectiveness in France, Germany, Spain, the United Kingdom and the United States gradually is being dismantled from within. All five countries are so-called mature democracies, their maturity based in part on the development and maintenance of merit-based and professionalized civil service systems. Indeed, according to Suleiman, a merit-based professional bureaucracy is essential to the development and continuation of democratic government. “It is not an accident that monopoly mass democracy and the development of what came to be recognized as the modern bureaucracy went hand-in-hand. The modern democratic state was built upon the bureaucratic structure that undergirds this state. Political leaders of the emerging democratic states from the early nineteenth century to the late twentieth century recognized that whatever the goals of the state—controlling a vast empire, creating an educational system, guaranteeing democratic procedures, conducting war, establishing the welfare state, collecting taxes—each necessitates a highly organized, basically nonpolitical instrument at its disposal.”

“Why?” he asks, “at this point in history, has a reform movement arisen championing the gradual dismantling of bureaucracy?... In almost all democratic societies we have witnesses over the past two decades an incontestable phenomenon: relentless attacks on and denigration of the state. The public sector as a whole and the state’s chief instrument—the bureaucracy—have borne the brunt of the merciless attacks. This is true of societies, like the United States, that have always exhibited a profound mistrust of state authority as it is of societies that have historically attributed a sacrosanct status to their state.”

Bureaucratic reform, marching under several banners—reinventing government, new public management, managerialism, political responsiveness, performance management—is systematically dismantling state administrative capacity. These common features of bureaucratic reform are found in many mature democratic states: elected officials run as much against bureaucracy and the state as they run against their political opponents; systems of sustained incumbency and high level management cease to characterize the political and electoral institutions of the state; issues of management take on increased salience in the political and electoral institutions of the state as matters of policy are rendered banal; systems of contracting-out and privatization hollow-out the administrative institutions of the state; upper echelons of merit-based civil service are being replaced by a cadre of political appointees; and state bureaucracy is thought to be primarily in service to the party in power rather than in service to the state or to the public interest.

Has bureaucratic reform made democratic states more effective or more legitimate in the eyes of their citizens? Suleiman answers this question with a resounding no! In fact, it is bureaucratic reform, thus conceived, that is dismantling the democratic state.

“All-out politicization is usually defended on the grounds that it makes executives more effective... Reagan may have succeeded very well in controlling the bureaucratic apparatus. But the literature of rational choice analysts overflows with hero-worship bordering on idolatry... Yet no calculation seems to have been made of the costs of Reagan’s actions in terms of current or future effectiveness or on the adverse effects on the competence of the bureaucracy. I know of no analysis that convincingly demonstrates that the drive of one chief executive to politicize the bureaucracy has successfully improved the responsiveness and efficiency of this institution for his successors.”

“In the end, the attacks on the federal government... achieve none of the grandiose goals of reducing alienation, creating a sense of community, increasing participation, or increasing trust in government. These noble objectives are merely invoked to justify the reduction in the role of government. Clinton and Gore leave us with politicians who have employed denigrating the functions they were elected to perform end denigrating politics, public service and the functions they assume... There is simply no evidence that reducing a central government’s functions increases people’s trust in government or people’s trust in one another. In fact, the opposite may well be the case... [By] attacking the very functions they are elected to carry out, politicians have increased alienation from politics and mistrust of politicians and political institutions.”

“If interest groups associated with the party in power have an open door to the bureaucracy, as is more and more the case, how are citizens expected to trust their elected leaders? Cutting waste is not what elicits the trust of political leaders and political institutions. It has become a means by which politicians distract attention from the increasingly politicized way of governing... [T]he absence of a professional bureaucracy means I offer short-term benefits to governments, but it also renders governments less able to carry out their duties. If democratic states cannot act effectively, democracy is inevitably fragmented.”

“A...[A]fter the initial gratitude shown to the heroes of September 11, 2001– fireman, police, public officials of all sorts, in short, all public servants—the importance accorded public institutions diminished very sharply. Indeed, it was as if the fight against terrorism could not be entrusted to the state’s own institutions and servants. President Bush’s current plan, as shown in the creation of the Department of Homeland Security, is nothing less than the privatization of the federal government. The 170,000 employees of the newly created department will not receive civil service protection. In addition, more than half of the federal employees (some 850,000) will become employees of private contractors. Democratic societies are based on legitimacy, which itself is largely based on effectiveness. How can governments preserve their legitimacy if they deny themselves the means of being effective?”

“[E]ven with the inexorable trend of democracy, the state remains the main guardian of order, of security, of social harmony and a source for engendering trust. These functions no doubt require a leaner, more efficient and less costly bureaucratic apparatus. But they require an apparatus nonetheless. Trust in the profession of public authority—what Weber called the ‘imperisonal’ aspect of bureaucratic authority—remain ingredients of a democratic order.”

If, like me, you sometimes like to read things that stir you up, read Ezra Suleiman’s splendid Dismantling Democratic States.

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

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Performance Measurement Concepts and Techniques

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Performance Measurement Concepts and Techniques is the most comprehensive and up-to-date performance measurement book on the market. Written by experts in the field, this book provides the depth and breadth needed to understand performance measurement and its implementation. This book covers the management, systems, techniques, and concepts of performance measurement. The book provides an overview of performance measurement, explains the historical development of performance measurement, and provides a comprehensive and well-organized overview of the performance measurement methods and techniques that are in widespread use today.

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When the County Knows
Best—Or Does It?

West Nile virus, an illness transmitted from wildlife to humans by mosquitoes, has made its second appearance in the two years in Phoenix, Arizona, resulting in a number of confirmed fatal cases among birds and a growing number of positive cases in humans, reported by hospitals and doctors to the Maricopa county health department’s vector control program. In response, the county has tracked the locations of most intense activity, has ramped up its public education program to ask people to be vigilant in draining any stagnant water sources where mosquitoes breed, and advised the public to wear repellent, particularly in the evenings, at night, and early morning when the insects are most active.

After plotting the outbreaks, the county, early in the season, identified a large ‘hot zone’ of cases and determined that this area—mostly residential neighborhoods—should be fogged with insecticide to reduce the mosquito population. The insecticide of choice is a synthetic pyrethroid called Anvil. According to the EPA “pyrethroids can be used...without posing unreasonable risks to human health when applied according to the label.” Pyrethroids are considered to pose slight risks of acute toxicity to humans, but at high doses, pyrethroids can affect the nervous system.

Maricopa county proceeded with a program to fog an area of about eight square miles in the early morning hours of a Friday; a time when mosquitoes are active, winds are calm, and most people are in their homes asleep. Maricopa county also made the decision to not notify residents in the affected area in advance that their neighborhood would be fogged.

Many of those homes, however, use evaporative cooling, a process that draws outdoor air into the home. The pesticide fog was also drawn into the homes, and the residents exposed while they slept. Some symptoms of pyrethroid exposure include rash and breathing difficulties. Persons with lung ailments and small children are susceptible at a lower dosage than the ‘average’ person. Persistent exposure or exposure to large concentrations can cause other health problems. Pyrethroids are a carcinogen.

While it is unknown how many residents of Phoenix were affected by the insecticide, none knew they may have been exposed. Therefore none knew whether, if they did show symptoms, they should seek medical treatment. I am one who came down with a rash after sleeping with an evaporative cooler running on a night when the county fogged my neighborhood. Evaporative coolers bring in outside air, cooling the air with water. In this case, the water was off, so it was ambient outdoor air being drawn in. I woke up to the smell of it, but had no idea as to the source. I learned a few days later that one of my neighbors saw the trucks on our street at 3 a.m. the day I came down with the rash.

The ethics question—aside from any legal exposure notification or informed consent requirements—is: “why did the county health department proceed with this application of pesticides without notifying the residents in the target area that they could be exposed, what the pesticide was, and what actions they should take if they wished to limit their exposure?” Is it possible that county officials believed they knew what was in the best interest of the citizens? Or was this just an act of insensitivity, or incompetency?

http://www.epa.gov/pesticides/factsheets/pyrethroids4mosquitoes.htm

http://nicp.orst.edu/factsheet/pyrethrins.pdf

Submitted by Thomas Babcock, tom.babcock@phoenix.gov

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Use of Citizen Surveys in Government Services: Lessons from an Online Class

KaiJeng Yang

I recently taught an online course on citizen surveys for the Public Performance Measurement Program developed by the National Center for Public Productivity at Rutgers University. This course is one of the program’s 11 online modules, focusing on survey planning, design, data collection, analysis, and reporting.

I had a wonderful experience to learn from the participants. Some of the participants were public managers who had not used citizen surveys but were eager to learn. The majority, however, were veteran users. For example, the class included a GAO analyst, a City Council Assistant from Arizona, a San Francisco public administrator who does animal citizen surveys, a U.S. Army officer in charge of survey operations, and a former Air Force officer whose dissertation is based on survey methodology.

Participants generally agree that a team approach is preferable in conducting citizen surveys. The community, program staff, senior management, academia, among others, should be included in the team. The essential challenge in this stage is to strike a balance among the sense of context from program managers, the expertise and objectivity from outside experts, and the citizen preferences. A program director of a health center in New York City shows how the center links survey process with strategic planning.

Although participants from the federal government usually do not feel the resource pressure in conducting surveys, those from state and local governments do report a lack of money and in-house expertise. Several innovative strategies were discussed, including partnering with non-profits such as the United Way, tapping professional associations such as ICMA, and using university based facilities such as MPA classes. Online surveys and focus groups are mentioned as choices in lieu of budget constraints. Consultants and survey firms are often avoided or disliked.

Some participants say any public managers are reluctant to use citizen surveys because they fear the inability to act on results. A planning and research administrator from Washington State government says: if you ask a question, or seek an opinion, but can’t act on it in the way respondents would like, it will be in “big trouble.” Other participants argue that the fear indicates there is a real chance that the government is doing something wrong, and unhappy survey results could be used as leverage to pursue additional funding.

A helpful suggestion is to add a disclaimer in the survey regarding the ability to fulfill all identified needs.

A vexing problem is that many elected officials and managers do not survey results to improve decision-making. Some believe a glossy and short report can better market the survey. Others think elected officials are unwilling to use results because they have their own agenda, don’t have time, fear the political ramifications, or don’t trust citizens. One strategy is to involve the media to put more pressure. One participant says she makes efforts to attract the media by personalizing results around an individual, or even sensationalizing the impact of some part of the report.

The impact of citizen surveys depends on the “accountability to follow through.” It is up to the agency and staff to obtain more specific information, identify root problems, and design appropriate solutions. However, this is not likely to occur especially when budget is limited and staff is downsized. All participants agree that accountability is important, but none of them welcome the idea of reporting performance of department heads rather than programs, cornering it a danger zone for possible political bias.

Community newsletters, report cards, and websites are considered effective and inexpensive ways of communicating. However, some argue report cards are oversimplified, and even counterproductive when used to compare agencies. Comparing results with some baseline or benchmarking data is still considered the best choice.

In reporting, a team approach with outside inputs is also preferred to generate unbiased analysis.

Interestingly, the class ended with discussing whether public managers are unresponsive to citizens. A deputy director from New Jersey state government summarizes that public managers will be very receptive to surveying citizens for understanding citizen needs, measuring government performance, and improving service delivery. However, better education or training is necessary to reduce public managers’ lack of confidence in using surveys.

For more information about Rutgers’ Public Performance Measurement Program, see http://ncpp.rutgers.edu/courses.php

ASP A member KaiJing Yang is an assistant professor at the Alice School of Public Administration and Policy at Florida State University, and a board member of CAP.

Email: kyang@mailer.fsu.edu

For information or items of interest related to CAP or performance management/measure- ment activities or if you have a related item for the CAP Corner, please contact Patria Julnes, CAP Co-chair, 1120 G Street, NW, Suite 706, Washington, DC 20005, or be sure to check out the “CAP Corner” on ASP A’s website at www.aspnet.org.
Reports on the Web

Featured Report of the Month
• “Informing Our Nation: Improving How to Understand and Assess the USA’s Position and Progress” (U.S. Government Accountability Office) (GAO) sets forth options for Congress to consider in establishing a system of key national indicators. GAO envisions an independent, web-based comprehensive key national indicator system with the nation’s data that will allow the public, the media, policymakers, government, and non-government institutions to better understand and assess the position and progress of the United States, both on an absolute basis as well as compared to other nations. Such a system would provide traditional areas of American life and public debate such as the economy, society and culture, and the environment. It would eventually include information on more complex topics such as socioeconomic mobility, opportunity, competitiveness, equity, or sustainability. In its report, GAO finds that a number of indicators systems already exist from local to national levels, attempting to measure how we are really doing and compared to what the clearest of these key indicator systems can be found at www.keyindicators.org.

Access the report online at: www.gao.gov/new.items/d0531.pdf

Other Government Accountability Office Reports
• "Highlights of a GAO Forum: The Federal Government’s Role in Improving Financial Literacy"
• "Immigration Enforcement: DHS Has Incorporated Immigration Enforcement Objectives and Is Addressing Future Planning Requirements"
• "Reserve Forces: Actions Needed to Prepare the National Guard for Future Overseas and Domestic Missions"
• "Social Security Numbers: Governments Could Do More to Reduce the Risk of Fraud in Public Records and on Identity Cards"

Visit www.gao.gov/audit.htm to access the reports listed above.

Other Reports
• "2004 National Post-Election Survey" (Partnership for Public Service) www.ourpublicservice.org/user_doc/SURVE Y_SUMMARY.doc
• Bob Behn’s Public Management Report
- Futurescasts - November 2004 www.futurescasts.com

If you have a press release for inclusion in “Reports on the Web” contact Erik Bergstad at erikberg@aspanet.org

Report Features Five State and Local eGovernment Case Studies
San Francisco-Leading public sector publication Government Technology and Plumtree Software (NASDAQ: PLUM) recently released a report detailing how leading state and local entities are effectively implementing webtechnologies to drive operational efficiency, enable collaboration across organizational boundaries and provide better constituent service. The white paper shares accomplishments and best practices of five state and local government organizations, including the American Association of State Highway and Transportation Officials; Arlington County, VA; the City of Calgary, Alberta; the Richland Two School District, Columbia, SC; and the Supreme Court of Louisiana. These innovative entities have used collaboration, webpublishing, search and security software unified through a portal framework, to deliver new eGovernment offerings to constituents, new productivity tools to employees and new collaborative workspaces for both auditors and customers.

The City of Calgary deployed a Plumtree-powered portal to its more than one million residents in 2002 to centralize information and services for its constituents and to foster collaboration between citizens and city officials. “Since replacing our website with the portal, we’ve seen a 91 percent increase in visits to www.calgary.ca,” said John Haigh, webpublisher at the City of Calgary. “We’ve been able to offer interactive eGovernment services by tying our back end systems into the portal, making us more effective. Citizens can now access numerous applications and systems through the portal instead of coming to City Hall. Also, through the collaboration services in the portal, citizens can share their opinions with city officials on plans for new initiatives and construction, giving our citizens a larger voice in city decisions.”

When the Internet boom hit the public sector, government entities found that internal and external websites were popping up throughout their organization—sometimes by the hundreds. Employees and citizens alike did not know where to find information and the sites had inconsistent branding, making the entity seem disjointed and unorganized. Additionally, the information on the websites would quickly become out of date since subject matter experts needed to work with the information technology (IT) group on updates. Employee resources were often equally muddled with documents haphazardly stored on desktops and file-servers within the organization. Employees had no ways to search for information across the many silos and had difficult time navigating dozens or hundreds of internal websites. Portal frameworks, with integrated knowledge management, collaboration, search and webpublishing, now provide an ideal means to combat document and webspawl, disjointed branding and outdated websites. Portal frameworks empower public sector entities to break through the information silos and offer employees and constituents unified access to internal and external resources.

“Governments are facing a host of pressures from constituents to drive down costs government services, yet improve customer service and to more effectively share information across jurisdictional lines, yet beware of security and privacy issues. The webtechnologies covered in this report are helping public officials meet these pressures today and prepare for the future,” said Don Pearson, Publisher of Government Technology magazine.

Download the white paper at http://www.plumtree.com/govtechnologies/.

Are State and Local Revenue Systems Becoming Obsolete?
According to a National League of Cities/Brookings Institution report, over the past two years, reports of declining or stagnant state revenues, spending cuts jeopardizing state and local programs, and compensating increases in local taxes have been widespread. Although cyclical factors and the bursting of the stock market bubble may be mostly responsible, many tax analysts believe that long-term economic and technological developments also are partly to blame and will continue to constrain state and local revenue growth well into the foreseeable future. (Information courtesy of ASPNet This Week)

www.brook.edu/metro/pubs/20041022_tannewald.htm

HR.com publishes Article
Entitled, “Should we do away with resumes?”
Article suggests the role of the resume has changed
Aurora, ON–The article, written by Joe Murphy, a principal and co-founder of Stage Consulting Group, takes a look at a couple of examples that show how resumes have made life difficult, because one opening can attract 1,200 resumes with only about 15 percent possessing the minimum qualifications. The alternative, he suggests, is taking a multi-method approach, which uses a combination of scorables screening and simulated job tryouts to create an objective path for candidate flow and decision support. He also points out that the strength of the Web and computing power are still grossly underutilized: merely migrating a paper form to digital completion is not taking advantage of the power offered by the medium.

He further states, “As we consider the evolution of the recruiting process, the resume has not evolved, it has not kept pace.” He says that, “Simulations, virtual job tryouts and work sampling are the wave of the future, and are being used on a limited basis today.”

To read the entire article, visit www.hr.com or go to http://www.hr.com/index.cfm/Wee klyMag/882B0D51-A432-4F1A-BF0414DCBC4EF6D?ast=wtmFeature

Thirty-five Percent of Workers Called in Sick With Fake Excuses Over the Last Year
Hiring Managers Share Top 15 Most Bizarre Reasons Workers Gave for Missing Work

Chicago–More than one-third of U.S. workers say they played hookey from work over the last two months. Thirty-five percent of workers admit to calling in sick when they felt well at least once during the last year. One-in-ten state they did so three or more times. The top three motivators for faking include attending to personal errands and appointments, catching up on sleep, and simply relaxing. The CareerBuilder.com survey, “Out of the Office,” was conducted from August 5 to August 24, 2004. It included more than 1,600, workers, 700 of which were hiring managers.

“With the cold and flu season kicking in, it’s a popular time of year for employees to call in sick,” said Rosemary Haefner, Senior Career Advisor for CareerBuilder.com. “However, the number of those who are actually feeling under the weather may not necessarily match up with unscheduled absences. Twenty percent of workers say they called into work because they just didn’t feel like going into the office that day. One-in-three workers report that sick days are equivalent to extra vacation days and treat them as such.”

When asked to share the most unusual excuses workers gave for missing work, hiring managers quoted the following examples:
• I was sprayed by a skunk.
• I tripped over my dog and was knocked unconscious.
• I was arrested as a result of mistaken identity.
• I forgot to come back to work after lunch.
• I couldn’t find my shoes.
• I was spit on by a venomous snake.
• I totaled my wife’s jeep in a collision.
• I couldn’t find my shoes.
• I was sprayed by a skunk.
• I tripped over my dog and was knocked unconscious.
• I was arrested as a result of mistaken identity.
• I forgot to come back to work after lunch.
• I couldn’t find my shoes.

For more information visit: www.careerbuilder.com/Share/AboutUs/pr/

If you have a press release for “Where Things Stand,” contact Christine McCreren at 202-585-4313 or cjewett@aspanet.org.
A Click Through Guide to ASPA’s Web site

Rip, Stick and Click.
Rip out this page • Stick it by your computer • Login and click away
www.aspanet.org

ASPA Login
Paid ASPA members must login to access the members’ only areas of the web site.
• You will find your user login on the mailing label of PAR and PA TIMES.
• If you’ve changed your login information use the one you created.
• If you have forgotten your user ID or password, please contact the Member Services Department at (202) 585-4309 or 4310.

Create Account
Non-ASPA members may create an account for purchase of products and services by clicking on the Create Account link on the top navigation bar.

ASPA General Info.
• Awards—ASPA’s extensive awards program advances excellence in public administration.
• ASPA’s Mission—Read ASPA’s mission statement.
• ASPA’s Code of Ethics—Read ASPA’s Code of Ethics.
• New Benefits and Discounts for ASPA Members—ASPA members are eligible to receive discounts on various publications and services.

PAR/PA TIMES
• Public Administration Review (PAR)—Access PAR online, tables of contents from recent issues, article submission information and a complete archive, 1940-Present.
• PA TIMES—Access the current issue of PA TIMES online, read submission guidelines, visit the PA TIMES archive.

Careers
• Jobseekers—View all ASPA Career Center jobs, search a listing of current jobs, post/edit your résumé, apply for a job online, access thousands of public administration career links.
• Employers—Post jobs, search résumés and receive applications from qualified candidates directly to your email inbox.

Chapters/Sections
Access all chapter and section resources available on the ASPA web site.
• Includes links to officer-specific features, such as online toolboxes and online reports.
Maybe Not A Mandate, But Lots of Political Capital

Evergreen Chapter Looks At Impacts of Local and National Election Results

David Broom

Washington State saw a record turnout of 2.8 million voters (82 percent) and appears to be leaning toward the GOP candidate for governor. With only 219 votes separating the two candidates, a mandatory recount has been ordered and if the Republican’s prevail, it would be the first time in nearly 25 years.

With the final outcome of its governor’s race still in question two weeks after the election, the Evergreen Chapter joined faculty, staff and students at the Daniel J. Evans School of Public Affairs at the University of Washington for a panel discussion on the likely impacts of the recent election. Chapter President-elect Dean of the Evans School (and chapter member), Sandra Archibald moderated the lively panel discussion that focused on possible significant changes ahead for the state and the nation as well as some debate on why things turned out as they did locally and across the country.

Panel members represented a cross-section of political views. Democratic political consultant Cathy Allen reflected on her party’s mistakes made in the national campaign while remaining confident the democratic candidate for governor would prevail. Stuart Elway, a political pollster and president of Elway Research, contrasted the unique demographic voting patterns reflected in the election both locally and nationally. Elway also asserted that a large number of voters remained truly undecided until they entered the voting booth. Political Science Professor Bryan Jones from the University of Washington’s Center for American Politics and Public Policy provided a countertop to the discussions and reflected on the changing trust factor between the government and the people. Remaining equally confident about his candidate for governor, Republican political consultant Todd Meyers noted that nationally the Democrats confused many voters with no less than 16 key messages while the president kept it simple with only three.

While panel members agreed that social issues and moral values seemed to resonate with voters at the national level based on exit polling, they could not agree the same held true for Washington state. Jones suggested that social issues were ‘toxic’ for Republican candidates in Washington’s statewide races. However, Meyers pointed out that toxicity was not the case in Washington as voters elected both pro-choice and right-to-life Republican candidates in several statewide races.

Will it be business as usual with a few new players? Panel member and guests expressed a consensus that the close races at the national level is a clear illustration of how divided the country is at this time. At the state level however, none of the speakers expect to see much

significant change in policies and politics. Washington remains one of only a few states in the nation without a state income tax. Looking ahead, the state faces a $1.8 billion deficit in its upcoming biennial budget cycle. In addition to transportation and education, there was clear agreement among the panel members that state spending and taxation will be dominant issues for both lawmakers and the new governor.

In addition to this event, the Evergreen chapter also co-sponsored a pre-election panel discussion at Seattle University and a pre-primary debate between the candidates for governor. Sponsored by the Evergreen Chapter, the Evans School and Seattle’s City Club, the post-election event was video taped by TV Washington and will be aired on the state’s cable channel.

ASPA member David Broom is an Evergreen Chapter Board Member. E-mail: dcbroom@comcast.net.

Halachmi Honored by Citizens of Fifth District of Tennessee

Honoring Dr. Arie Halachmi, Professor At Tennessee State University’s Institute Of Government–Speech Of Hon. Jim Cooper Of Tennessee In The House Of Representatives

Wednesday, September 22, 2004

Mr. COOPER: Mr. Speaker, I rise today to recognize the remarkable achievements of Dr. Arie Halachmi, who has earned a global reputation for his work at Tennessee State University’s Institute of Government.

Over the last three decades, Dr. Halachmi has become one of the world’s leading experts on public sector performance and productivity—an expertise that I know here in Congress cannot be valued too highly. During his distinguished career, Dr. Halachmi has served as a consultant to government agencies in more than a dozen countries around the world. Among the many nations that the worldwide demand for his services has taken him to are the Netherlands, China, Korea, Israel, Germany and Greece. He has received numerous national and international awards, including the Don Stone, Donato Pugliese, and Harold Lasswell awards, and is on the editorial board of nine different academic journals.

Dr. Halachmi was recently honored by his colleagues when he received a Faculty Showcase Award from TSU for his outstanding service to his institution and community. He has also received a Goodwill Ambassador Award from the governor of my State, Tennessee. I am proud to add my voice to the many others who have recognized the importance of Dr. Halachmi’s work.

The worldwide reputation of scholars such as Dr. Halachmi is testament to the strength of Tennessee State University and to the strength of our Nation’s academic institutions. We in Congress have an obligation to ensure that universities such as TSU remain adequately funded, and that our country’s colleges and universities continue to lead the world in scholarship and expertise. My State is fortunate to have a wealth of leading academic institutions, including TSU, and I am proud to say that I am committed to maintaining their excellence.

On behalf of the citizens of the Fifth District of Tennessee, I congratulate Dr. Halachmi on his many contributions to American scholarship.

ASPA’s International Coordinator Attends Ninth International Congress of CLAD

The Ninth International Congress of CLAD (Centro Latinoamericano de Administracion para el Desarrollo) was held in November in Madrid, Spain. CLAD, which is the largest public administration organization for Latin America and the Iberian peninsula, includes academicians and practitioners from over 30 nations. Among the representatives from the United States were Donald Klingner, University of Colorado at Colorado Spring, ASPA’s first International Coordinator; Alexander Franco, San Diego State University; Bruce Perlman, University of New Mexico and Patricia de Lancer Juhnes, Utah State University.

This year’s event was opened by King Juan Carlos of Spain who welcomed the participants and spoke before the group. For more information on CLAD, see www.clad.org.

Above: ASPA International Coordinator Don Klingner listens as Roberto Moreno Espinosa of UNAM makes a point during a session at the conference.
Serving Members and Advancing Our Mission through the ASPA Web Site

“Since 1939, we have been the nation’s most respected society representing all forums in the public service arena. We are advocates for greater effectiveness in government—agents of goodwill and professionalism—publishers of democratic journalism at its very best—purveyors of progressive theory and practice—and protectors of global citizenship. We believe that by embracing new ideas, addressing key public service issues, and promoting change at both the local and international levels that we can enhance the quality of lives worldwide.”

This is a succinct encapsulation of what ASPA is and does. Where did I get the quote? It’s on our Society’s new web site under General Information. This article focuses on ASPA’s improved web site, highlighting why it is an important investment in the future of the Society, and describing some of the features now available to ASPA members.

Investing in the Future of ASPA

ASPA’s web site was launched in 1996, and won the MuniNet Guide and Review Top Picks Award in 2001 following a major web site redesign. Despite the acclaim and a record-breaking number of web site visitors over the years, ASPA was unable to remain competitive in the range of online services offered by peer associations. This was largely due to functional impairments associated with the operation of three different web sites: a general site, a career site and an e-commerce site.

The importance of the web site as an effective communication and marketing resource was underscored with the publication of the 2002 membership survey results in the ASPA Needs Assessment Research Program (February 2003). The report, developed by AWP Research, identified the web site as the Society’s key portal through which new and prospective members would be introduced to the Society to both the ASPA membership and the public administration profession; providing an online archive of the Public Administration Review and PA Times with full-copy back issues available to members only; offering venues for online networking and information sharing among members; and focusing on making the site a better portal through which new members and prospective members could access the Society. Based on member interests identified in the survey, the report also suggested specific web site improvements, including:

- Adding listervs or other electronic means for members to communicate with one another directly;
- Adding electronic versions of ASPA publications and electronic archives available to members only; and
- Adding webcasts as a method for delivery of educational opportunities.

Responding to ASPA Members

In response to member interests and the expert guidance provided by the AWP Research, we redesigned and launched an improved ASPA web site in June that now offers:

- Password-protected access to current membership rosters for members of each Chapter and Section. The membership rosters have quickly become a great networking tool for both career advancement and professional purposes.
- Members-only access to electronic archives of full-copy issues of Public Administration Review dating back to 1940 and PA Times dating back to 2003. Quick and easy electronic access to these publications saves space in many offices and saves valuable time for scholars and researchers alike.
- New online communities that foster informal information exchanges among members with common interests, as well as structured communications and shared documents related to ASPA business matters. This feature has been particularly useful in the implementation of the new strategic plan as updates can be processed and communicated efficiently to maintain the plan as a living document.
- Consolidation of all our web sites and resources under one roof. Among the many benefits offered by the consolidation is the automatic display of the five most recent jobs posted in ASPA’s online career center on the front page of the new web site. And the site actually remembers each visitor’s most recently visited pages, which is a great asset to those of us who occasionally get lost on the web!
- An electronic portal with more relevant and timely information (and a highly professional electronic image) through which new and prospective members can access the Society.

But that is not all! Recently, ASPA again modified its web site to provide even better service for its members and other visitors. A new “Contact ASPA” page that is accessible via a link at the top of each web page on the site replaced the previous “About ASPA” page. The new “ASPA General Information” mentioned at the beginning of this article also features frequently requested documents, the Society’s Code of Ethics, and a myriad of other resources. A new “ASPA International” page offers information about the Society’s international activities, publications and events. Links to the “ASPA General Info” and “ASPA International” pages can be found on the left side of each page on the site.

Planning for 2005 Web Site Enhancements

Consistent with our strategic planning objectives, further improvements are planned in 2005 focusing on the development and implementation of an online information resource center. The intent is to offer ASPA members an information and technical assistance hub that is being referred to as “The PA Portal” during the planning phase. A demonstration of the proposed PA Portal will be offered during the Milwaukee Conference, so do not be surprised if your ideas, suggestions, and support are solicited for this exciting new web site feature.

Finally, we will also explore and/or implement the remaining recommendations from the 2002 member survey as well as continue to respond to more recent member requests for web site improvements in 2005. As someone keenly interested in national conference planning and management, I personally look forward to a feature that will automatically display the session information contained in ASPA’s program database. Changes to proposed panels will appear instantaneously on the web site!

One of ASPA’s strategic goals is to be a catalyst to enhance the scope and quality of resources and the knowledge base in the field of public service. A key strategy to accomplish this goal was to develop a new ASPA web site as a major portal for providing this information. Thanks to the diligent efforts of ASPA staff, the financial assistance provided by ASPA’s Board of Insurance Trustees; and incisive action of the National Council to proceed with this investment, we now have a web site that is not only an effective resource for member information and communications, but also an effective portal for positioning ASPA and attracting new members in the future.

Please visit us soon at www.aspanet.org and see for yourself. We are only a click away.
ASPA President-Elect and Executive Director Attend Sino-France Conference on Public Administration Reform

ASPA President-elect Donald C. Menzel and ASPA Executive Director Antoinette Samuel participated in the first Sino-France International Conference on Public Administration Reform. The conference, which was sponsored by the French Public Administration Society and the Chinese Public Administration Society, provided the opportunity for ASPA officers to meet delegates from France, Austria, Australia, Singapore, Japan, Hong Kong, Macau and Canada. The occasion also presented the opportunity to renew ASPA/ MOU with the Chinese Public Administration Society. A signing ceremony was held, where ASPA Executive Director Antoinette Samuel made introductory remarks about ASPA’s history and commitment to the professional practice of public administration worldwide. ASPA President-elect Don Menzel later delivered a keynote speech on “Ethics Management” that was well received.

Above: Menzel and Samuel pose with Chinese delegates during the conference.

NOW AVAILABLE
from ASPA Members:


Diversity and Public Administration features original contributed chapters organized and edited by Mitchell Rice, director of the Race and Ethnic Studies Institute of the Bush School of Government and Public Service, Texas A&M University. The book presents a balanced, comprehensive overview of the policies and practices for achieving racial and ethnic diversity in public organizations, with a strong orientation toward improving diversity management in the public sector.


Terra Incognita ia based on a unprecedented survey sent to all U.S. towns with a population greater than 50,000, and contains data previously unavailable. Identifying the fiscal, social and development imperatives that drive the decisions local officials make about using vacant land, Bowman and Pagano pay particular attention to the varying dynamics of sales, property and income taxes, and conclude with a model for making strategic decisions about land use based on a city’s priorities.


Recording issues and obstacles as well as groundbreaking victories in the recognition of gay, lesbian, bisexual and transgender (GLBT) rights in politics and policy, this landmark handbook introduces core considerations necessary for prompting governmental initiatives and social structures to better serve the GLBT population.

NOW AVAILABLE
from Other Sources:


Governing by Network examines, for the first time, government’s transformation from centralized control over public programs to facilitating services through networks of nongovernmental entities, as seen through the experience of dozens of public innovators.

ASPA Acknowledges Contributors

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Rhonda V. W. Allen—has received tenure and promotion to associate professor at California State University, Fullerton. She has also been appointed director of the Faculty Development Center at the university.

Megan Fulara—was recently honored with the 40 Leaders Under 40 Award, presented annually to individuals in the Central Illinois area.

Rogier L. Kemp—has been appointed city manager of Vallejo, CA. Kemp leaves his current position as city manager of Meriden, CT.

Suzette Kern—has accepted the position of CFO for the Economics and Statistics Administration in Washington, DC.

Alan Shark—was appointed executive director of Public Technology, Inc. He is the former president and CEO of the American Mobile Telecommunications Association (AMATA).

If you have an announcement appropriate for “Members on the Move,” contact Christine McCrhein at cjevett@aspanet.org.

Members on the Move

Visit PA TIMES Online!

www.aspanet.org
ASPA in Brief

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 Posts 2005 National Conference Information Online

The 66th Annual ASPA National Conference, whose theme is “Advancing Public Service Performance: Innovations in Research and Practice,” will take place April 2-5, 2005 in Milwaukee, WI. Conference plenary speakers include Comptroller General of the United States David M. Walker and Patricia Ingraham, distinguished professor of public administration and political science at the Maxwell School of Citizenship and Public Affairs at Syracuse University. Last month, ASPA posted online a conference brochure and a general schedule of events.

www.aspanet.org/scriptcontent/index_aspac-conference.cfm

ASPA Seeks 2005 District Conference Hosts

Members in two ASPA districts can begin making plans to attend conferences next fall. The ASPA District 4 Conference will be held in Austin, Texas in late September of 2005. The 2005 SECoPA Conference be held in Austin, Texas in late September.

Typically, district conference hosts handle event logistics and develop the program with some minor assistance from the ASPA office. If your chapter or university is interested in hosting a 2005 ASPA district conference, please contact Erik Bergrud at ebergrud@aspanet.org or (816) 891-2490.

ASPA Makes Changes to Web Site

Last month, ASPA made some changes to its web site with an eye toward providing better service for its members and other web site visitors. A new “Contact ASPA” page replaces the previous “About ASPA” page and will be accessible via a link at the top of every web page on the site. The new “ASPA General Information” page features a variety of resources, such as frequently requested documents and the Society’s Code of Ethics. A new “ASPA International” page contains information about the Society’s international activities as well as publications and events.

“ASPA General Info” and “ASPA International” buttons can be found on the left side of every web page on the site.

ASPA Publishes 5th Issue of UNPAN Newsletter

Since receiving an invitation to join the United Nations Online Network in Public Administration and Finance (UNPAN) in 2001, ASPA has been an active participant. For the past fifteen months, ASPA has taken the responsibility of editing and producing UNPAN Newsletter, a quarterly electronic publication highlighting recent accomplishments of UNPAN partner organizations. The fifth issue was published on November 1.

www.unpan.org/discover-newsletter.asp

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

ASPA recently obtained additional space on its second server (aspanoise.com) 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, six chapters (Central Pennsylvania, Central Piedmont, Los Angeles Metropolitan, Maine, Sacramento and Suncoast), two sections (ETHCS 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.

Ethics Section Seeks Nominees for Award

ASPA’s Section on Ethics will recognize the best student ethics paper of the year at the 2005 ASPA National Conference next April. The Section is looking for original creative work that has strong potential of being published in a professional or academic journal addressing ethics in the profession of public administration. It should build on the existing literature and be a real contribution to our accumulated knowledge. The paper must use a proper citation method and give appropriate credit for the source of ideas in the citations.

Chapters Have Final Chance to Claim Rebate Checks

Each year, ASPA provides a rebate check to compliant chapters based on their total membership. Chapters are deemed to be compliant if they have submitted their annual financial statement and officer list and all their officers are current ASPA members. By ASPA policy, chapters have a one-year grace period to submit their forms before forfeiting any funds. The following chapters have yet to submit all their 2003-4 forms and must do so before December 31, 2004.

Auburn Area
Central California
Central Missouri
Central New York
Central Ohio
Colorado
Eastern North Carolina
El Paso/SE New Mexico
Gold Coast
Gulf Coast
Hawaii
Houston Texas
Hudson Valley
Inland Northwest
Island Coast
Lake Superior
Laredo
Louisiana
Lower Hudson Valley
Maryland
Memphis/Mid South
Miami Valley
Milwaukee
Mississippi
Monterey Bay
Montgomery Area
NE Pennsylvania
New Mexico
Northeast Florida
Northeast Ohio Region
Northwest Ohio
Orange County
Oregon/SW Washington
Philadelphia Area
Pittsburgh
Research Triangle
San Joaquin Valley
Santa Clara Valley
Siouxland
Southern Arizona
Southern Colorado
Southern Illinois
Southwest Virginia
Treasue Coast
West Michigan
Wisconsin Capital

If you have any questions or if you believe your chapter was listed here in error, please contact me directly at ebergrud@aspanet.org or (816) 891-2490.

Erik Bergrud is ASPA’s senior director of program and service development. E-mail: ebergrud@aspanet.org.
2005 SCHOLARSHIP COMPETITION
OF THE ASPA SECTION ON SCIENCE AND TECHNOLOGY IN GOVERNMENT (SSTIG)

For the fifth consecutive year, the ASPA Section on Science and Technology in Government (SSTIG) is offering $1,000 scholarships to graduate students to support attendance at the ASPA annual conference, scheduled for April 2-5, 2005 in Milwaukee, Wisconsin. Any graduate student of Public Administration or Public Policy with interest in science and technology in government is eligible to apply for these funds. The number of $1,000 scholarships to be awarded will depend upon the availability of funds and the quality of applications.

Students need not be members of ASPA or SSTIG to apply for these funds. However, scholarship recipients who are not members will be required to join both ASPA and SSTIG before the conference. To apply for a scholarship for the 2005 conference, students must submit four items by February 1, 2005. The four items are:

1. A cover letter signed by the student
2. A two-page, double spaced essay addressing one of the following six topics:
   • The future of manned space flight
   • Information technology and privacy rights
   • Computer-assisted voting and democracy
   • Science and the courts
   • Science and the Congress
   • Science and economic development
3. An up-to-date, one-page resume
4. A letter of recommendation from a faculty member in the graduate program in which the student is enrolled

Application packages for the 2005 SSTIG scholarship competition should be mailed to SSTIG, c/o Paul Hallacher, The Pennsylvania State University, 304 Old Main, University Park, PA, 16802, or e-mailed to hallacher@psu.edu. Applications must be received by February 1, 2005.

A sub-committee of the SSTIG Executive Committee will review and rank the two-page essays based on the quality of scholarship, argumentation, and writing. Awardees will be announced by March 1, 2005. Additional information on the 2005 ASPA national conference may be obtained at the ASPA web site, www.aspanet.org.
ASPA National Council Candidates Submit Statements

Vice Presidential Candidates

Harvey White
Associate Professor
University of Pittsburgh

Developing ASPA into a more sustainable organization requires the collective effort of members, sections, chapters and committees. This includes developing a timely and relevant vision for our organization’s mission and programs. I will work with you to make our Society the most vibrant asset it can be for both members and the communities they serve. Intricate to our success is developing programs and activities at all levels to help public service professionals enhance their capacity to address contemporary problems and emerging issues. Resources must also be developed to support these program activities.

As an experienced ASPA member I have had the privilege of serving on the National Council, executive committees for three sections, PAR and PATIMES editorial boards, finance and publication committees, and numerous other committees and task forces. I have also served on chapter executive committees in North Carolina and Louisiana.

My experiences in state and local government, not-for-profit management, and academia as an educator and administrator provided the opportunity to design and implement a variety of resource development and program initiatives. I will use these experiences to help ensure that our Society flourishes as the premier public service organization for advancing the art, science, teaching, and practice of public administration.

I will work with you to:

• Help staff, sections, chapters and regional conferences develop more frequent professional development activities;
• Implement a resource development campaign for the ASPA and NSPAA;
• Establish collaborative partnerships to help acquire grants, contracts and other resources;
• Develop revenue generation activities consistent with ASPA’s mission;
• Enhance APSA’s recognition as the premier voice for excellence in public service, both domestically and internationally.

Our society has a rich history and unlimited potential to positively influence public service in the 21st Century. Together we can make ASPA a more dynamic, vibrant, and sustainable organization.

Ken Matwieczuk
Senior Lecturer & Graduate Advisor
LBJ School of Public Affairs

The key to ASPA’s success as the premier professional organization in public service is in its ability to provide opportunities for growth and development for ALL its members. ASPA’s current challenge is not just sustaining, but growing, its membership. It can only accomplish this by being perceived as an organization that provides value and opportunity for its members. I want to help ASPA seek out, develop, and implement programs and activities that enhance members’ professional growth, especially through educational opportunities and professional development.

Given 33 years of service to the public in the military and academia, I feel well-qualified to serve as your Vice President. I bring perspective, experience, innovation, and hard work to the task. Because “actions speak louder than words,” a glimpse at some of my experience should indicate what I can offer.

Practitioner: Director of the Texas Certified Public Manager Program in Austin, TX.
• Several highly successful “Program Performance Evaluations” for Texas State Government.
• Twenty-two year career Army Officer in positions of increasing leadership and responsibility.

Academic: Current member of NASPAA Commission on Peer Review and Accreditation.
• Eleven enriching years teaching at the LBJ School of Public Affairs.
• Seven years of successful leadership and teaching at the U.S. Military Academy at West Point.
• Reviewer for Armed Forces and Society –An Interdisciplinary Journal.

Leader: Current District IV Representative to the ASPA National Council.
• CenTex Chapter Immediate Past President, Board Member since 1999.
• Co-Chair, Texas State ASPA Conference since 2000.
• ASPA Committee on Continuing Education & Professional Certification.
• Academic Advisor to 300+ MPAff students.

Innovator: CenTex Chapter Recognized with ASPA Presidential Citation of Merit in 2003, and training and newsletter awards in 2004.
• Seven Teaching Excellence Awards since 1997.
• Engineering Management curriculum I supervised at West Point chosen best in nation.

“Providing service through professional growth opportunities.”

District I Candidates

Ann Hess
Staff Director, Boston City Council

As the PA landscape changes, I hope to work with ASPA as its District 1 representative to focus on:

• Increasing professional development: We are all lifelong learners, and what we do not use, we lose. I will assist local chapters to develop skills based programs and make the national conference a better opportunity for learning new skills and sharing best practices.
• Growing the next generation: Without instilling the value of and commitment to public service at an early age, the retiring Baby Boomer HR crisis will develop into an institutional one. Working with students of all ages through a variety of programs, ASPA can stem the tide of this HR crisis. I will work to develop opportunities for existing PA leaders to grow the next generation.
• Linking ASPA with other professional organizations: Many ASPA members are also members of other organizations that deal with their specific discipline. I hope to maximize the talent pool of other professional organizations.

As an ASPA member for the last 14 years, I began as an MPA student and was the MA Program Chair/President Elect, before becoming President in 2003. I am a member of ABFM, SIAM, SPALR, SPLA, CPPM, Ethics, and SWPA. Nationally, I have worked with ASPA leaders on the strategic plan, conference programs, and chapter assistance.

I received by J.D. cum laude from Suffolk University Law School, while working full-time. I received my MPA and BA from UCONN. Since 2000, I have been the Staff Director for the Boston City Council. Before that, I was the Research Director and Budget Analyst for the Council. I have also worked on statewide education policy and with several non-profit fiscal and policy organizations.

I ask for your support for District 1 National Council as we move forward into the 21st century!

Ed Falterman
Manager, Homeless & Travelers Aid Society
Albany, NY

Ed seeks to advance ASPA’s mission and capitalize on its diversity. ASPA can take the lead in forging collaborations between practitioners and academic researchers.

Ed’s goal is to enhance the role of chapters regarding membership growth, diversity, inclusion and collaboration policies and programs. ASPA must actively value differences in its membership and practice diversity in ASPA governance.

Ed is currently serving as a council member and the co-chair, committee on membership of the Empire State Capital chapter. Ed is the past vice president of the New York metropolitan chapter. He is the past co-chair of the Public Service Awards Dinner committee, past vice-chair of the election committee and former member of ASPA national conference volunteer committee. Ed is currently a member of the ASPA Conference of Minority Public Administrators (COMPA) and a member of the ASPA Section on Women in Public Administration (SWPA). Ed serves on the board of directors of the National Association for the Advancement of Colored People (NAACP), New York City Branch, whose mission is to advocate civil rights for all.

Ed earned his masters of public administration from the Nelson A. Rockefeller College of Public Affairs and Policy, University at Albany, State University of New York. He received his master of science in college student personnel administration from Buffalo State College. Ed Falterman also earned a dual degree, bachelor of arts in political science and bachelor of science in criminal justice from Buffalo State College.

Ed is highly qualified, experienced public affairs professional with 10 years in legislative affairs, intergovernmental affairs, public policy and community relations. His work, community involvement and education have demonstrated a commitment to advocating excellence in public service.

Please cast your vote for Ed Falterman as ASPA’s District 1 representative. Feel free to contact Ed at falterman@aol.com or (518) 462-4482. Thank you.

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

Ed Falterman
Manager, Homeless & Travelers Aid Society
Albany, NY
ASPA National Council Candidates Submit Statements

District II Candidate
Denise Wells
Associate, Booz Allen Hamilton

My career in Public Administration spans the Federal, State, and non-profit sectors. As a consultant inside the Department of the Navy and currently with Booz Allen Hamilton, my client base included federal and local governments, academia and non-profit organizations.

I graduated from Winthrop University in Rock Hill, SC, in 1968 and went to work for the US Air Force in Industrial Engineering in Charleston, SC. From 1973 to 1978, I researched spinal cord injuries for the Department of Neurosurgery at the Medical University of South Carolina, but in 1974, I returned to employment with the Federal Government at Charleston Naval Shipyard. In 1987, I moved to Washington, DC and concluded a civil service career that culminated in the Office of the Under Secretary of the Navy.

During 2002 and 2003, I was the Director of ASPA’s Center for Accountability and Performance. In that capacity, I worked to develop meetings, Challenges of Performance Oriented Government, a text to which several of the CAP Fellows contributed. I also inaugurated PM CAPTIONS, CAP’s first electronic newsletter. Outside of my CAP responsibilities, I worked on behalf of past Presidents Glen Cope and Walter Broadway to successfully update ASPA’s strategic plan.

In December 2003, I accepted a position as an Associate with Booz Allen Hamilton where I help organizations develop strategy. I am currently a member of the Northern Virginia Chapter of ASPA. I value the time I spent on ASPA’s staff and look forward to continuing my association with them as I represent you, the members of District II.

I truly appreciate your consideration when you vote!

District III Candidate
Steve Condrey
Senior Associate & Program Director, Carl Vinson Institute of Government
University of Georgia

I have been a member of ASPA for over a quarter-century and firmly believe that its success depends on forging and maintaining meaningful dialogue between academics and practitioners. I presently serve as Program Director for Human Resource Management in the Carl Vinson Institute of Government at the University of Georgia. I also teach in the Master of Public Administration program in the Department of Public Administration and Policy. Additionally, I have served as the Managing Editor of the Review of Public Personnel Administration (ROPPA) for the past five years. These roles have kept me in contact with practitioners and the academic community. I believe this experience will be valuable in my service to National Council.

For the past four years, I served ASPA as Chair and Vice-Chair of the Section on Personnel Administration and Labor Relations (SPALR). Working with other SPALR members, we were able to stabilize and increase our membership as well as initiate pre-conference symposia at the past two national conferences of ASPA. I’ve also served as a member of the Executive Committee of the Georgia chapter as well as several other positions of leadership within ASPA such as the National Publications Committee, PAR Editorial Board, and the recent search committee to select a new ASPA Executive Director.

If elected, I plan to be an active member of the National Council and will look forward to assisting individual chapters and sections on a regular basis. I also plan to remain informed of issues that affect the organization as a whole, particularly those associated with increasing membership and revenue to the organization. My goal as a member of the National Council will be to be an effective, accessible, and viable voice for our region.

District IV Candidates
Michael Gershowitz
Gershowitz Grant & Evaluation Services, Des Moines, IA

I am running for the Council as a change agent. ASPA needs an infusion of energy and new ideas. I have spent a lifetime as a builder, and I have been working to build ASPA into a better, more energetic organization.

My ASPA resume is long: I have been President of the New York Metro (1996-87) and Iowa (2001-02) Chapters, and served on the National Council from 2002-04. I am General Chair of this year’s District IV regional ASPA conference. As a successful grantwriter, I plan to work to build ASPA’s grantseeking capacity and win grants for its programs—something never before done.

I built an MPA program from 25 students to 250; as Academic VP helped build the enrollment at a dying college from 1,400 to 2,200, and since 1990, have built a profitable consulting business from scratch.

ASPA’s membership has dropped in half, dues have increased, and services have decreased. Half of its chapters are inactive. ASPA is not meeting members’ needs. They are disillusioned and are dropping out, and unless we halt the decline, ASPA will soon be unable to fulfill its mission—to enhance the profession and to support individual members’ development.

My strength is at the chapter level. Most ASPA members can no longer afford to attend national conferences, but they will attend chapter meetings that offer them good professional development and networking opportunities. For those too far from a meeting venue, we need to implement alternative measures such as videoconferencing and digital bulletin boards—things for which I have won numerous grants.

My clients are located throughout the Midwest. Whenever my travels take me to a city with a chapter (active or inactive), I will offer to meet face-to-face with the members, find out how I can serve them, and follow through.

Kyle Farmbry
Assistant Professor, Department of Public Administration
University of Texas - San Antonio

Over the past several years I have been involved in ASPA in several capacities. I have served as representative to the ASPA National Council for the Conference of Minority Public Administrators (COMP), have served as Chair of Steering Group Twow (Pride in Public Service Steering Group), and currently serve as a member of the editorial Board of Public Administration Review.

My interests in being involved as a National Council Member are several-fold. First, I am interested in working with ASPA members to enhance the vital role that our organization plays in the advancement of civic discourse. ASPA provides a space for people to engage in reflection on the meaning of public service, facilitates vital discussion on public service as a means of enhancing civic space, and enhances healthy conversations on how people can be active and responsible partners in the development of their neighborhoods and our nation.

I am also interested in making sure that ASPA is actively engaged in matters of ensuring representative administrative systems. Last year, I facilitated an effort through ASPA known as Diversity in Academia, which aimed to ensure that the future academics in the field accurately reflect the make-up of our communities. As a result, seventeen doctoral candidates, from communities that are traditionally underrepresented in the Public Administration academic arena, explored steps to complete doctoral studies in the field. Currently, I am working with a youth civic engagement committee to help ensure that the future generations of potential public sector practitioners see their roles as active ones in the public service.

My goals, should I be elected to the position of District Four Representative, will be to work with other council members to enhance ASPA’s role in the daily activities of the public administration practitioner and academician.

District V Candidate
Greg Gould
Local Government Specialist, State of Alaska

I would like to introduce myself, my name is Greg Gould and I am a candidate for ASPA’s National Council for District 5. I am currently the President of the Alaska Chapter of ASPA.

I am running for National Council because I have a passion for public service. After 13 years serving the public as a Firefighter and Paramedic I moved into my current career providing technical assistance to small rural governments. In both capacities it was my job to provide whatever kind of help I could to try and resolve problems. My goals for the National Council are similar, to help where I can.

There must be a strong link between the State and National organizations. Neither can thrive without the other and it is only through a symbiotic relationship that both can achieve their goals. This is where I believe the National Council can be an enormously valuable tool; bridging the gaps between State and National activities. I can bring passion and energy to the Council and advocate for District 5 chapters. I would appreciate your vote. Thank you.

ELECTION CALENDAR

2004
October 15
Petition period for nominees closes
November 15
Ballots mailed

2005
January 14
Deadline for receipt of ballots
January 21
Ballots counted
February 1
Election results announced in PA TIMES
February 10
Appeals period for elections ends
### New ASPA Members

ASPA welcomes the following new members in the month of October 2004.

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

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<tr>
<th>Name</th>
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<td>Sir Mitchell Harris</td>
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<td>Leander B. Holston, Sr.</td>
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<td>Jessica Leach</td>
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<td>Cara D. Benton</td>
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Assistant Professor
Political Science/Public Administration
Idaho State University

The Department of Political Science invites applications for a tenure-track assistant professor beginning the fall of 2005 with primary teaching responsibilities in the department’s MPA program. The ability to teach budgeting, state and local administration, non-profit administration, and methodology is desirable but the position is open to other areas in public administration. In addition, the position requires the ability to teach an undergraduate American government course. Candidates are also expected to have a research agenda and perform professional service. A doctorate in public administration or political science is preferred, but ABDs will be considered.

The MPA program averages ten of a student per year. In 2004, a MPA graduate was awarded a Presidential Management Fellowship. The program has undergone significant curriculum changes in recent years and is growing in terms of the number of students.

Idaho State University is located in Pocatello (metropolitan area of 65,000) and is a regional university with an enrollment of about 9,000 students. Located in a scenic mountain valley, the area offers tremendous recreational opportunities and is a two-hour drive from Sun Valley, Yellowstone, Jackson-Hole, and Salt Lake City. Send a letter of interest, vita, three letters of professional references, graduate transcripts, evidence of teaching ability, and evidence of scholarship or research (a writing sample) to: Idaho State University, Department of Political Science, Public Administration Search Committee, Campus Box 8073, Pocatello, ID 83209-8073, or, Fax (208) 282-4833.

Application materials should be submitted by January 10, 2005; however, search will continue until position is filled. Idaho State University is an AA/EO employer and encourages females and minorities to apply. For more information about the University and Department of Political Science, visit us on the Internet at www.isu.edu or www.isu.edu/departments/polsci. Questions should be addressed via phone at (208) 282-2211.

Senior Associate or Beginning Full Professor, Public Administration
Northern Illinois University

The Division of Public Administration at Northern Illinois University invites applications and nominations for a tenure-track senior associate or beginning full professor position to begin August 2005. An earned DPA or Ph.D. in Public Administration or a related field is required. Applicants will be expected to demonstrate a record of outstanding academic scholarship and experience with securing external funding. While applicants from all areas of public administration will be considered, the Division has a strong interest in candidates with strong publication records in local government management, human resources administration, urban and regional planning, or information technology applications in local government. Candidates must demonstrate strong methodological skills (qualitative or quantitative) and be willing to periodically teach methods courses. Candidates must also demonstrate the capacity to work with local government officials. The Division of Public Administration offers a NASPAA accredited Master of Public Administration degree program; and operates as an autonomous unit within the College of LA&S and the Department of Political Science. Applicants must submit a letter of application, a curriculum vita, and names, addresses and phone numbers of three references. Review of completed applications will begin on November 15, 2004; however, review of applications will continue until the position is filled. Send the application package or nominating letters to Dr. Gerald T. Gabris, Director, Division of Public Administration, Northern Illinois University, DeKalb, IL 60115. Northern Illinois University is an AA/EEO Institution and strongly encourages applications from women and minorities. Please visit the Division’s website at www.niu.edu/dep/paweb.html for more information.

Assistant Professor
School Of Urban And Public Affairs
University Of Texas At Arlington

The School of Urban and Public Affairs (SUPA) at the University of Texas at Arlington invites applications for a tenure-track faculty position at the Assistant Professor level 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 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. Junling 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.

Assistant Professor
Department of Political Science
Mount Union College

Mount Union College seeks an accomplished senior scholar in Political Science to direct the newly established Center for Public Service. The director will encourage and supervise applied research within the context of a liberal arts college environment. The individual selected will have an academic appointment in the Department of Political Science and will be responsible for developing public sector training programs, public sector internships, and course instruction. Additionally, there is a significant fundraising aspect to this position, including raising funds to continue the Center’s operations. Two year initial appointment with possible conversion to tenure track dependent upon funding and candidate’s qualifications.

MA or JD required; PhD preferred. Applicants should have significant experience in one or more of the following: American politics, public policy or public administration. Teaching experience preferred. Regardless of teaching experience, candidate needs to demonstrate a commitment to working in a liberal arts setting.

August, 2005 at the latest

Mount Union College is an equal opportunity/affirmative action employer. Women and minority candidates are particularly encouraged to apply.

Assistant Professor Search
MPA/Budgeting Political Science
Oakland University

The Department of Political Science invites applications for a tenure track position at the rank of Assistant Professor, to begin August 1, 2005. The Ph.D. is preferred; applicants whose dissertations will be complete by August 2005 also will be considered. Preference will be given to candidates with university-level teaching experience and a record of scholarship.

The Department seeks a versatile scholar with expertise in Public Budgeting and Finance. Teaching or research expertise in non-profit organization, information and technology policy, and leadership and intellectual leadership, and an ability to secure external funding. Area of research specialization is open, but requires earned Ph.D., a commitment to teaching excellence, and evidence of scholarly activity. Candidates with some practitioner experience and strong methodological skills preferred. Review of complete applications will begin immediately and continue until the position is filled. To apply, submit letter of intent, resume and three professional references to: Office of Human Resources, Bridgewater State College, Bridgewater, MA 02325. Bridgewater State College is an affirmative action/equal opportunity employer with a longstanding commitment to increasing the diversity of its workforce.

Associate / Full Professor and Director
Master of Public Administration Program
George Mason University

The Department of Public and International Affairs invites applications at a senior rank for a position as Director of the MPA program for Fall 2005. Requirements: PhD in Political Science, Public Administration or closely related field and a record of excellent scholarship and teaching. Candidates should also demonstrate a record of successful program administration in either a public sector or academic setting, a national reputation for research and intellectual leadership, and an ability to secure external funding. Area of research specialization is open, but expertise in the areas of third party governance, organizational ethics, or public budgeting is especially welcome.

The MPA program is a nationally recognized graduate program within the Department of Public and International Affairs. The MPA enrolls approximately 300 students and offers eleven concentration, including nonprofit management, international management, and public policy. The program has a core faculty of 15 and is based at the Fairfax campus in Northern Virginia, 15 miles west of Washington, DC. The Program also offers classes at the Arlington and Prince William campuses.

To initiate an application, please go to: http://jobs.gmu.edu/applicants/Central?quickFind=67237

Applications should also include, under separate cover, a letter of interest, vita, official university transcript, teaching evaluations or other evidence of teaching effectiveness, examples of research publications, and the names and contact information of references to: Professor Timothy Coelan, Department of Public and International Affairs, George Mason University, 4400 University Drive – 3F4, Fairfax, VA 22030-4444 Review of applications will begin January 2 and continue until position is filled.

George Mason University is an innovative, entrepreneurial institution with national distinction in a range of academic fields. Enrollment now tops 28,000, with students studying in 144 degree programs at campuses in Arlington, Fairfax, and Prince William.

George Mason University is an equal opportunity/affirmative action employer. Women and minority candidates are particularly encouraged to apply.
expertise in non-profit management, health care administration or criminal justice policy or administration is desirable as well. To apply, please submit a letter of interest, curriculum vitae, graduate transcript, teaching evaluations (if available), and a writing sample. Three letters of recommendation are required, under separate cover.

The Department offers undergraduate degree programs in Political Science (B.A.) and in Public Administration/Public Policy (B.S.), and in a NASPAA-accredited Master of Public Administration (M.P.A.) degree at the graduate level.

Oakland University is a public university with a total enrollment approaching 17,000 students. Its attractive 1400-acre campus is located in a suburban area 26 miles north of Detroit. The campus offers a residential theatre company, an art gallery, an outdoor concert venue, a historic mansion, and two golf courses. Oakland County possesses a vibrant economy, which includes the world headquarters of DaimlerChrysler, adjacent to the University campus. Myriad social, cultural, and recreational opportunities are available the metropolitan area. Review of candidates will begin on January 10, 2005 and will continue until the position is filled. Send all materials to Prof. Dale Nesbary, MPA Recruitment Committee, Department of Public Administration, Oakland University, Rochester, MI 48309-4488. Oakland University is an Affirmative Action/Equal Opportunity Employer; women and minorities are encouraged to apply.

Assistant Professor
Feinstein College of Arts & Sciences
Rogers Williams University

FORENSIC PSYCHOLOGY
Tenure-Track, Assistant Professor, 05-013

Responsibilities: Primary responsibilities include teaching at the undergraduate and graduate level (anticipated graduate program begins Fall 2005), supervising student research, and serving on thesis committees.

Requirements: A Ph.D. in Psychology, a demonstrated ability to involve students in research, and a publication record commensurate with experience are required. The anticipated graduate program in Forensic Psychology is beginning in 2005 and the department is particularly interested in candidates whose research programs complement the Department’s areas of research focus including: adult psychopathology, mental health law, child psychopathology, assessment, and legal psychology. An active research program for Fall 2005 is required.

PSYCHOLOGICAL DESIGN AND STATISTICS
Tenure-Track, Assistant Professor, 05-017

Responsibilities: Primary responsibilities include teaching courses at the undergraduate and graduate levels (anticipated graduate program begins Fall 2005), supervising student research, and serving on thesis committees.

Requirements: A Ph.D. in Psychology, a demonstrated ability to involve students in research, and a publication record commensurate with experience are required. Area of research specialization is open but preference will be given to individuals with active research programs and a successful teaching record. Candidates will teach courses in graduate research methods, gradate statistics, undergraduate methods, statistics, and advanced undergraduate/graduate courses in their area of expertise.

To Apply: A completed application consists of: a cover letter including a statement of teaching and present research program; a curriculum vitae/resume; and a list of at least three professional references. Applications should be submitted to the Department of Human Resources (indicate relevant reference number), Roger Williams University, One Old Ferry Road, Bristol, Rhode Island, 02809-2921. For more details, see the Human Resources page at www.rwu.edu.

Review of applications begins December 1, 2004 and will continue until the position is filled.

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 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.

To apply: Please consult the Department and Campus websites for further information:

http://www.ppub.adm.rutgers.edu and/or http://www.rutgers.edu/rutgers.edu/

Assistant professor
Institute Of Public Service
Seattle University


The position calls for teaching two courses per quarter within the MPA program or in related undergraduate areas, such as public affairs. Over the academic year this position will be responsible for such MPA core courses as Foundations of Public Administration and Policy and Program Research. The desired candidate would have a scholarly interest in and a willingness to teach elective coursework in: information technology or e-government; international or comparative public administration; and/or environmental policy or administration. Applicants must hold the doctoral degree in public administration, public affairs, public policy, or closely related field. The candidate should demonstrate solid research potential and a commitment to public service. Practitioner experience highly desired. Teaching experience required. The successful applicant will demonstrate high quality teaching appropriate for both the experienced and the first time teaching assistant professor.

Founded in 1975, IPS educates in-career professionals for positions of responsibility in the public service. Currently just over two-thirds of the employed graduate students are in nonprofits, a lesser share in government, primarily local government, and just under a fifth in the private sector. IPS recently began to offer instruction to undergraduates in majors in public affairs (BPA).

The Institute of Public Service is located in the College of Arts and Sciences of Seattle University. A description of IPS [http://www.seattleu.edu/artsci/ips] and of SU [http://www.seattleu.edu/about] can be found on the University’s websites.

Seattle University, founded in 1891, continues a four hundred and fifty year tradition of Jesuit Catholic higher education. The University’s Jesuit Catholic ideals underscore its commitment to the centrality of teaching, learning and scholarship, of values-based education grounded in the Jesuit and Catholic traditions, of service and social justice, of lifelong learning, and of educating the whole person. Located in the heart of dynamic Seattle, the University enrolls approximately 6,000 undergraduate and graduate students in eight colleges and schools. Students enjoy a university ethos characterized by small classes, individualized faculty attention, a strong sense of community, a commitment to diversity, and an outstanding faculty.

Seattle University is an equal opportunity, affirmative action employer.

Send letter of application, curriculum vita, and names and addresses and telephone numbers of three current references to: Sue White, Administrative Assistant, Institute of Public Service, Seattle University, 901 12th Avenue, Seattle WA 98122-1890, Phone 206-296-5440; FAX 206-296-5402, e-mail white@seattleu.edu

Review of applications will continue until the position is filled.

Amended Announcement
School of Public Affairs, University of Baltimore

This supersedes the announcement for two positions as listed in the October Recruiter.

Pending budgetary approval, the School of Public Affairs (SPA) is seeking to fill four (4) positions in its well-recognized and expanding program effective August 2005. The school offers a full range of programs at the undergraduate, graduate MPA, and DPA levels, as well as BISM/MS programs in Health Systems Management (HSMG). In addition, an integral component of the school includes the Schafer Center for Public Policy, a comprehensive research center that, for FY 2004, generated approximately $4.4 million in grants and contracts under the guidance of a full-time director and staff.

The four positions are:

Postion #1 and #2: Senior associate or full professor. Must demonstrate a successful leadership capacity capable of:

a) guiding and integrating the programs listed above
b) securing grant funding from federal and foundation sources. Areas of concentration are flexible, although candidates with a management and/or urban focus are especially encouraged to apply. Experience in web-based instruction and willingness to teach on-line courses required.

Postion #3 and #4: Assistant professor, Ph.D in-hand by starting date is required. Demonstrated competency in any combination of the following areas is required: public management, urban policy, advanced analytical techniques, information resource management, health policy/administration, legal-ethical issues, advanced public budgeting. Must be prepared to teach on-line courses.

Send vita and list of references to: Ms. Nancy L. Haysworth, Search Committee Coordinator, School of Public Affairs, University of Baltimore, 1304 St. Paul Street, Baltimore, MD., 21202, nhaysworth@ubalt.edu

Screening for all positions will begin 10 January 2005 and will continue until positions are filled. NOTE: Individuals who responded to the previous announcement need not re-apply. The University of Baltimore is an Equal Opportunity/Affirmative Action employer.

Director
Institute of Government and Public Affairs
University of Illinois

The University of Illinois invites nominations and applications for the position of Director of the Institute of Government and Public Affairs (http://www.ipa.illinois.edu/). IGPA is distinct among premier policy research units in its dedication to public service. Such assistance takes the form of direct consul-
assistant professor, with a PhD in Public Administration, Department of Public Administration, University of Illinois at Springfield.

The University of Illinois at Springfield invites applications for a tenure-track Assistant Professor position in the Department of Public Administration, housed in the College of Public Affairs and Administration. The Department of Public Administration offers the DPA and MPA programs.

Qualifications include an earned doctorate (expected by August 2005) in public administration, political science, or a related field, with strong teaching and research interests in one or more of the disciplines or sub-disciplines of public administration or public policy analysis. A specialization in public management, non-profit management, or organizational theory and behavior is desired; however, other specializations will be considered. Applicants must demonstrate a potential/evidence of excellence in teaching, scholarship, and professional service and have a well articulated research agenda.

Located in the state capital, the University of Illinois at Springfield is one of three campuses of the University of Illinois. The UIS campus serves over 4,500 students in 19 graduate and 20 undergraduate programs. The academic curriculum of the campus emphasizes a strong liberal arts core, an array of professional programs, extensive opportunities in experiential education, and a broad engagement in public affairs. The campus offers many small classes, substantial student-faculty interaction, and a technology enhanced learning environment. Its diverse student body includes traditional, non-traditional, and international students. Its faculty are committed teachers, active scholars, and professionals in service to society.

Screening of applications will begin December 6, 2004 and will continue until the position is filled. Inquiries may be directed to the search committee chair, Dean Beverly Bunch, by e-mail at bunch@uis.edu or by phone at (217) 206-6080. Please send a letter of application, curriculum vitae, transcript, names, addresses, e-mail addresses and telephone numbers of three references, and any other pertinent information to: Department of Public Administration Search Committee, University of Illinois at Springfield, One University Plaza, MS 418, Springfield, IL 62703.

UIS is an affirmative action/equal employment opportunity employer. Women, minorities, veterans and persons with disabilities are strongly encouraged to apply.

Dean

College of Social & Behavioral Sciences

The University of Texas-Pan American (UTPA) invites nominations and applications for the position of Dean, College of Social and Behavioral Sciences.

The College of Social and Behavioral Sciences consists of six departments: Criminal Justice, Military Science, Political Science, Psychology-Anthropology, Public Administration Program, and Sociology. The College offers five bachelors and four masters’ degree programs.

For more information, please go to http://panam4.panam.edu/~cbs/. Responsibilities: Provide leadership in the college consistent with an atmosphere of collegiality and shared governance. The Dean is expected to provide an environment for teaching excellence, faculty scholarships and professional services; promote research opportunities for faculty within the college and university. Administrative support and guidance are expected in the areas of curriculum and program development, accreditation, fiscal management, personnel, and student program management. The Dean, who reports to the Provost/Vice President for Academic Affairs, has an active role in coordinating fundraising efforts and in the development of institutional policy as a member of the Dean’s Council.

Qualifications: The Dean, who must have an earned doctorate in one of the disciplines represented by the College departments, is the chief academic leader for the college and is responsible for the daily operation of all college functions. Candidates should be tenured in one of the disciplines represented by the College departments. Candidates must have demonstrated administrative experience as department chair or above. Preference will be given to candidates with a minimum of five years of administrative experience. This experience should include demonstrated effectiveness in budgeting, personnel, and planning. Candidates are expected to provide an articulated vision for the growth and development of the college to include excellence in teaching, leadership ability, and have a record of scholarly activity. Candidates must have experience in at least two of the following areas: new degree implementation, curriculum development, faculty development and evaluation, and fundraising. The college is especially interested in candidates who have demonstrated competence in graduate degree development, research, and grantmanship. It is desirable that candidates be familiar with student recruitment and retention, student improvement and academic achievement, teacher preparation and issues in distance education/web-based learning. Candidates should have a demonstrated interest in multicultural issues and experience with consensus-building among various groups in an academic setting.

Salary: Competitive and commensurate with experience and credentials.

The University is a comprehensive regional university serving the Rio Grande Valley, located in Edinburg, Texas. The university is in close proximity to Mexico and South Padre Island, home of the University’s Coastal Studies Laboratory. UTPA is the fifth largest campus of the University of Texas System and the 10th largest public university in Texas. Enrollment numbers consist of 17,000 students, 85% of whom are Hispanic and many are first-generation college students.

Applications and nominations for the position will be accepted and evaluated until filled. Review of applications will begin December 15, 2004 with an expected appointment date of July 1, 2005. For more information, please go to http://panam4.panam.edu/~cbs/.

Additional information: Applications and nominations to: The University of Texas-Pan American, c/o Office of the Provost, 1201 W University Drive, Edinburg, Texas 78541.

Your application should include a letter of interest, indicating how you meet the requirements, current vitae, and a list of five references. Letters of reference will be requested at a later date.

EEO-AA employer, women, minorities, and persons with disabilities are encouraged to apply. Note: This position is security-sensitive and subject to Texas Education Code 51.215, which authorizes the employer to obtain criminal history record information. Texas law requires faculty members whose primary language is not English to demonstrate proficiency in English. (F0405-08)
University Positions

Assistant Professor
University of North Texas

The Department of Public Administration invites applications for a tenure-track assistant professor beginning September 2005. Primary teaching responsibilities are in the department's NASPAA-accredited Master of Public Administration program, with occasional teaching of undergraduate and doctoral courses in public administration or in the baccalaureate program in emergency administration and planning. Prospective candidates must have a teaching and research interest in budgeting, financial management, and research methods. Candidates must be able to combine excellent teaching with a productive agenda of research and community service.

The University of North Texas, the largest and most comprehensive university in the Dallas-Fort Worth area, has more than 31,000 students. The M.P.A. program is nationally recognized in the areas of local government management and emergency administration. More information may be obtained at www.unt.edu/padm...

Candidates must hold an earned doctorate in public administration or related field at the time the appointment begins. Review of complete files begins immediately and will continue until the position is filled. Candidates should submit a letter of interest, current vita, teaching interests, writing sample, and three letters of reference to: Search Committee Chair, Department of Public Administration, University of North Texas, P.O. Box 310617, Denton, TX 76203-0617, mpa@unt.edu

UNT is an affirmative action and equal opportunity employer; applications from women and ethnic minorities are especially encouraged.

Nonprofit Positions

Executive Director
North Carolina Association of County Commissioners

Position: Executive Director, North Carolina Association of County Commissioners. The Executive Director serves at the pleasure of a 39-member Board of Directors.

Qualifications: Master of Public Administration, J.D., or related degree preferred. Bachelor's degree in Public Administration, Business Administration, or related degree required. Degree must be supplemented by at least five years of prior senior-level professional experience in complex, diverse organizations that includes intergovernmental relations, legislative affairs, board relations, general management, and staff supervision. Superior communications, problem-solving, team-building, and leadership skills are required. Passion for county government and a commitment to public service are essential.

Background: The mission of the North Carolina Association of County Commissioners, a non-profit member-ship organization (www.ncacc.org), is to advocate on behalf of counties in political, economic, and social arenas; provide information, legal advice, and technical assistance to county governments; and administer programs and services for its members. As the nonpartisan voice and representative of North Carolina's 100 counties, the Association has a $6.8 million budget, funded by membership services fees (13%), insurance administrative fees (61%), and revenues from other services (26%). The current staff includes 41 employees.

Salary Range: Salary is competitive and commensurate with experience. Excellent benefits.

Special Position Requirements: Frequent travel in North Carolina; some travel to other states and Washington, D.C.

Application Deadline: Position open until filled; review of applications begins in January 2005. Please send a resume, a cover letter stating interest in the position, and a writing sample online to: http://www.sog.unc.edu/ncaccexecdir

Questions should be directed to: Carl Stenberg, E-mail: stenberg@iogmail.iog.unc.edu, Phone: 919-962-2377

The North Carolina Association of County Commissioners is an Equal Opportunity Employer.
American Society for Public Administration

Advancing excellence in public service...

Membership Application

Full Name
First Name
Middle Initial
Last Name
Applying As
Student
Graduate Student
Professional
Employer
Including Company Name

Address
City
State
Zip
Country

Birth Date
MM/DD/YY

Gender
Male
Female

Ethnicity
Asian
Black
Hispanic
Native American
White
Other

Age
Under 30
30-39
40-49
50-59
60-64
65+

Employment Sector
Business Organizations
CBOs/State, Local Gov
Consulting Firms
County Governments
Federal Governments
Municipal Governments
Nonprofit Organizations
Other

Professional Role
Administrator
Executive Director
Fiscal/Program Management
Human Resources
IT
Lawyer/Attorney
Other

Code of Ethics
I have read and agree to the principles outlined in the ASPA Code of Ethics (available at www.aspanet.org/member.ethics)
### December 2004

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>City</th>
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<tbody>
<tr>
<td>1-3</td>
<td>Performance Measurement for Homeland Security Initiatives</td>
<td>Washington, DC</td>
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<tr>
<td>3</td>
<td>National Conference on Citizenship, Annual Conference</td>
<td>Washington, DC</td>
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<tr>
<td>8-9</td>
<td>Web Content Management Clinic</td>
<td>Washington, DC</td>
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<tr>
<td>8-10</td>
<td>2004 Excellence in Government West Conference</td>
<td>San Diego, CA</td>
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### January 2005

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<tr>
<td>17-28</td>
<td>Essential Economics for Senior Policy Makers</td>
<td>Boston, MA</td>
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<tr>
<td>25-27</td>
<td>Performance Measurement for Information Technology in Government</td>
<td>Washington, DC</td>
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### February 2005

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<tr>
<td>Jan. 30</td>
<td>How to Implement Privatization</td>
<td>Boston, MA</td>
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<tr>
<td>Feb. 10</td>
<td>Performance Measurement for Homeland Security Initiatives</td>
<td>Washington, DC</td>
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### March 2005

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<th>Date</th>
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<tbody>
<tr>
<td>3-7</td>
<td>UN60 Commemoration and UNA-USA Biennial Convention</td>
<td>New York, NY</td>
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<tr>
<td>9-13</td>
<td>59th International Atlantic Economic Conference</td>
<td>London, UK</td>
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### April 2005

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<tr>
<td>2-5</td>
<td>66th Annual ASPA National Conference</td>
<td>Milwaukee, WI</td>
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<tr>
<td>6-8</td>
<td>9th International Research Symposium on Public Management (IRSPM IX)</td>
<td>Milan, Italy</td>
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<tr>
<td>7-11</td>
<td>Midwest Political Science Association 63rd Annual National Conference</td>
<td>Chicago, IL</td>
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For more detail on any of these events, click the link to ‘Conferences’ on the ASPA home page.

www.aspanet.org