Report Shows Homeland Security Money Still Log-jammed at State Level

Washington, DC—A new report released today at the 72nd Winter Meeting of the U.S. Conference of Mayors reveals that 76 percent of cities are still left empty-handed and have not received any money from the largest homeland security program designed to assist first responders such as police, fire, and other local officials.

According to Conference President and Hempstead Mayor James A. Garner, the mayors’ first survey, released last September, found that 90 percent of the 168 cities surveyed had not received any funding under the largest federal homeland security program. “Today’s survey shows that there are still too many cities that have not received funds,” said Garner.

“As leaders of cities which must be prepared to move at any time to higher terrorism threat levels—just as we did one month ago—this is completely unacceptable.”

The nationwide report, entitled, the Second Mayors’ Report to the Nation: Tracking Homeland Security Funds Sent to the 50 State Governments, found that five months after the release of the first survey, some cities had received FY 2003 funding through some of the programs, but most had not.

“Our first survey showed that many of the mayors’ worst fears about the homeland security funding system were being realized,” said Elizabeth Mayor J. Christian Bollwage, Chairman of the Conference’s Criminal and Social Justice Committee. “In this second survey, when mayors were asked five months later, whether the system for distributing federal homeland security funds through the states is serving us better, the answer that came back is no.”

This new report, based on responses from 215 cities representing all 50 states and Puerto Rico, assesses the flow of federal homeland security money through the states to the cities. The survey examines ten different homeland security programs designed to strengthen cities’ ability to protect their residents.

“As I always say, homeland security money went to the states by Federal Express, but came to cities by Pony Express,” Garner said. “This report is a national call for improving the system, and we look forward to sharing these findings with the Department of Homeland Security and Congress.”

See REPORT, pg. 2

Share of Women in Top State Government Positions Drops

Massachusetts and Oregon Rank Highest for Percentage of Women in Government

Albany, NY—Women’s progress as holders of top-ranking appointee positions in state governments dropped almost three percentage points over the last two years, but remained above the 1999 level, according to “Appointed Policy Makers in State Government, Five-Year Trend Analysis,” a report released by the University at Albany’s Center for Women in Government & Civil Society. Women held 35 percent of policy leader posts in 2001, 32 percent in 2003.

The report indicates that, even as the 2000 census recorded substantial changes in the race and ethnicity composition of the U.S. population, the demographics of executive branch policy leaders changed very little between 1999 and 2003. The exception was African-American women, who advanced substantially in the number of policy leadership position to which they were appointed by U.S. governors.

African-Americans, Latinos, Asian-Americans, and American Indians continue to hold few top advisor staff positions in governors’ offices. For African-American staff appointees, the percentage is 6.9; for Latino appointees, 2.6; for Asian Americans, 1.5; and for American Indians, 0.4. On the other hand, the percentage of department head posts held by white women, African-American women, and Asian-American women rose slightly.

“A net gain for women of 2.2 percentage points over a five-year period is certainly a very slow rate of advancement,” said Judith Saitel, executive director of the Center and the study’s project director. Furthermore,

See RANK, pg. 2
Survey Tracks Federal Homeland Security Funds Sent to State Governments

From REPORT, pg. 1

Highlights from this second homeland security survey are below. The complete report is available on the U.S. Conference of Mayors website at usmayors.org.

Federal First Responder/Critical Infrastructure—$1.5 Billion
- By the end of December 2003, 76 percent of the survey cities had received this first responder/critical infrastructure funding through their states.
- Forty-five percent of cities had neither received funds nor been notified that they would.
- In 59 percent of the cities, officials said they had not been given an adequate opportunity to influence their states in regard to how these funds could be used in their cities.

State Domestic Preparedness—$556 Million
- Of the cities surveyed, 64 percent had not received this domestic preparedness funding through their states.
- In 49 percent of the cities, the officials said they had not been given an adequate opportunity to influence their states in regard to how these funds could be used in their cities.

Urban Area Security Initiative—$600 Million
- Officials in 46 percent of the cities surveyed said they have not been involved in the state planning process for the use of the UASI funds. Among those involved in the planning process, 23 percent do not believe they had a satisfactory opportunity to influence how the funds will be used.
- Thirty-seven percent of the cities do not believe that local governments in their area will be able to use the funds they receive to address their top security priorities.
- Sixty-three percent of the cities say that their states are exercising its option to keep a portion of the UASI funds to complement state assets that assist urban areas.
- Officials in 15 percent of the cities say they have gotten an indication that their city or area would receive less funding under other homeland security programs because they are receiving UASI funds.
- Officials in 40 percent of the cities said they do not believe their city government or health department had an adequate opportunity to participate in their state’s planning process for public health and hospital preparedness activities to be funded through this program.
- Officials in 40 percent of the cities do not believe their state’s plan adequately reflects their priorities for the use of these funds.
- In 81 percent of the survey cities, officials anticipate that the health department serving their residents will be funded through this program; officials in three-fourths of the cities expect that one or more of their hospitals will receive funding.

Public Health Emergency Preparedness and Hospital Preparedness—$1.4 Billion
- Officials in 41 percent of the cities do not believe their city government or health department had an adequate opportunity to participate in their state’s planning process for public health and hospital preparedness activities to be funded through this program.
- Officials in 40 percent of the cities do not believe their state’s plan adequately reflects their priorities for the use of these funds.
- In 81 percent of the survey cities, officials anticipate that the health department serving their residents will be funded through this program; officials in three-fourths of the cities expect that one or more of their hospitals will receive funding.

City Involvement in State Planning Processes
- Officials in 22 percent of the survey cities said they had not been asked to submit a needs assessment to their state.
- In 37 percent of the cities, officials said they have not been involved in, or been contacted by the state to become involved in, the development of the state homeland security strategy. Among these cities, 26 percent do not expect to be involved.

The complete report can be found on the U.S. Conference of Mayors web site at www.usmayors.org.

Women Gain Rank Very Slowly

From RANK, pg. 1

Women gain rank very slowly and the fact that only five of the 50 states are even close to parity in terms of women’s appointment to leadership positions is a less than commendable record established by the nation’s governors.”

Original data on policy leaders appointed by current governors were collected from the states via a mailed survey and follow-up phone calls as needed between June and November 2003. For the purpose of the study, “policy leaders” include department heads (heads of departments, agencies, offices, boards, commissions and authorities) and top advisors in governors’ offices (titles such as chief of staff, government liaison, legal advisor, press secretary).

For copies of this report and for more information about the Center for Women in Government & Civil Society, visit the Center’s web site at www.cwig.albany.edu.

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Middle Managers Must Be Bilingual

Jim Colvard

One of the least understood and most crucial positions in an organization is that of the middle manager. When organizations move to become more efficient, they usually talk about flatter organizations and target middle managers for reduction. Middle managers have neither the arbitrary power of policy making top managers or the satisfaction of particularized knowledge possessed by those at the implementation end of policy. They are the people who are often viewed as adding no value, but merely lengthening the communication chain for policy flow from formulation to execution. It is therefore critical that the middle manager be able to subordinate their ego for they will never get full credit for the value they add. Yet, the most productive and efficient organizations are often made so by the quality of their middle managers. Middle manager positions are properly established when the continuum of knowledge in the organizational chain is sufficiently long that the shared level of knowledge and understanding between the top and bottom can become distorted. Middle management is a requisite function in large organizations. Middle management positions should never be established unless the point at which they perform requires special expertise and entails the discretion to act. In other words, a simple transmission from above to below can be accomplished by technology and requires no human intervention. The human, as middle manager, must apply special expertise and add value to the communication process. Middle managers perform the usual plethora of functions of planning, organizing, overseeing, etc inherent to any management position, but the skill uniquely required in their position is that of interpreter.

Middle managers, through their ability to understand the reality of the policy maker and the reality of the implementer, can communicate effectively with both levels and provide the intellectual connectivity and trust that is required to make the organizations function effectively. Middle managers must be credible to both those above and below them. They are not merely gatekeepers who pass the information back and forth, they translate and add perspective to the information going in each direction. They turn data into information as it goes up and they turn knowledge into data as it goes down, i.e. they turn the specific into the general going up to top management and they turn the general into the specific as it goes down to the workers. The integrity with which they perform this function is key to gaining the trust from both top management and the workers that is essential for them to effectively perform the middle management function.

The technical expert at the delivery end of the process must feel that the middle manager understands his or her technical knowledge sufficiently well that they can explain what they are doing and have it understood. The middle manager must be credible and literate in the field in which they are managing. A general education and abstract knowledge may suffice for top management policy makers, but experiential and demonstrated knowledge is necessary for the middle manager. Effective middle managers most often come up through the ranks and those brought in from outside the organization often are not effective because they lack credibility with those they manage.

At the level above the middle manager expectations are that they will be able to take the understanding of detailed work being performed below them and relate it in terms of concept and implications. In other words, top management expects the middle manager to be able to explain to them not how the device being designed is designed, what will it mean if it works. For example, the top manager does not want the middle manager to relay to him the language used to develop a computer simulation, but what will be the impact of the simulation when it works. This point is brought home in a currently televised advertisement where the experts are explaining to the boss how much bandwidth their new system has and how fast it works. The boss is staring blankly until one of the experts says “it will save us millions of dollars every year.” The boss’s eyes then light up with understanding. The expert who translated the technical jargon into company impact terms was effectively performing a middle management function.

While unions are not often viewed as part of the management chain, union leadership is an effective form of middle management that can bridge the trust between the workers and top management. The high level of distrust that often exists between union workers and top management requires a partnership with the union leaders to bridge the understanding between the two cultures. When management experts come in to evaluate a failing organization they most often cite lack of communication as a problem. Communication effort is usually not the problem in such organizations. Poor middle management that is not bilingual and cannot bridge the gap between the policy culture and the execution culture is often the problem. The interpreter is seldom viewed as the important person in a conversation between people who speak a different language, yet without them there is no conversation. A malicious interpreter who changes the meaning before he relays it from one speaker to the other can change the whole nature of the conversation. So it is in organizations. Effective large organizations must have bilingual middle managers with consummate integrity. The middle manager must have the full suit of management skills and abilities, but they cannot have their own agenda or they distort the message and destroy the effectiveness of communication from policy to action.

Middle managers play a very powerful role, yet their power is dependent upon the two groups they sit between. They depend on the authority of top management whom they serve and the expertise of their subordinates. This linking role with its mutual dependency makes middle management the hardest position in an organization and yet it can be the most satisfying for the middle manager is close enough to execution to see results and close enough to the top to share the vision of the organization.

ASPA member James Colvard is a senior fellow at NAPA, former Deputy OPM and currently a visiting Professor at Virginia Polytechnic Institute. E-mail: jcolvard@crosslink.net

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Authors and Table of Contents to Jack Pinkowski, Jack@nova.edu, 954-262-5115

E-mail: Jack@nova.edu

Authors need to submit (by email) a 250-500 word abstract or request the Information for Authors and Table of Contents to Jack@nova.edu, ref. HGPLA, by June 1, 2004.

Mail and paper submissions: Jack Pinkowski, Ph.D., Nova Southeastern University, Institute of Government and Public Policy, H. Wayne Huizenga School of Business and Entrepreneurship, 3301 College Avenue, 33066, Fort Lauderdale, FL 33314-7796.

THE APRIL ISSUE OF PA TIMES WILL HAVE A SPECIAL SECTION TITLED:

Responding to Critical Issues in the Administration of Justice

There is still space available for advertising and articles. Deadline for both is March 15, 2004.
The Middle Manager, Leadership and the Public Interest

Michael Abels

Government is not a business. The purpose of government is not to attain a financial bottom line, but instead, is driven by an imprecise goal labeled the “public interest.” The management path followed by the public administrator to attain this goal is continuously impacted by an array of competing and often conflicting interests that require management skills that will balance and mold these disparate forces into a unified organizational mission. The paramount management issue for the public administrator in the 21st century is how to successfully manage the public organization through the rapidly changing political, cultural and demographic changes that are the essence of the environment in which the public organization operates. To the manager who is operating at the division or department level the dominant question is what management techniques can be used to successfully blend these environmental forces with the demand to adopt the tenets of the “new public administration,” i.e., managing the public organization using business principles, such as focusing on cost and quality of the end product, while simultaneously attempting to preserve the traditional values of public administration including equity and inclusiveness of the production process.

For the last decade middle managers working for public organizations have been trained to utilize the concepts of customer focused, mission driven, enterprising and market oriented government advocated through “Reinventing Government.” Embedded in our schools of public administration, the tenets of “Reinventing Government” promise to be the theoretical foundation for public management into the foreseeable future.

“Reinventing Government” has in fact been a positive catalyst that has encouraged public administrators to institute new and innovative concepts and, has instilled a more entrepreneurial spirit within the management and operational ranks of the public organization. However, this new theme for public administration has concurrently been the basis for administrative schizophrenia. This schizophrenia has three manifestations:

- Public managers attempt to focus their agencies and policy makers on the needs of the public at large while they are instructed to focus their employees on the demands and needs of the individual customer. Public administrators confront the emergence of empowered political factions and fluid single issue groups pressing for dominant control over policy and influence over administrative behavior in an attempt to insure that policy reflects their narrow political expectations. The demands of activist issue groups and the collective needs of the community are often in direct conflict.
- Public managers attempt to orient government policy towards service quality and democratic responsiveness as they are instructed to focus on an exclusionary finance model which emphasizes the generation of program income to facilitate the continual reduction in general tax rates.
- Public managers attempt to manage a multitude of conflicting demands by establishing a unified mission for the organization within a political environment that is focused on short term and individual citizen focused problem resolution.

It is within this milieu of value conflict that the middle manager operates. Mid level managers have as their organizational foundation the transactional principles contained within traditional management theory as well as the entrepreneurial principles of “Reinventing Government.” Where transactional leadership provides the mid level manager with the applications that will provide order and consistency, the principles of reinventing government advocate that the manager utilize principles that blend certain principles of transactional leadership e.g. visioning, with entrepreneurial principles oriented to output quality. Such a shift moves the manager’s orientation away from traditional values such as output equity and democratic responsiveness. In their daily challenges mid level managers face the seeming paradox, in what mix do you apply the dissimilar management theories, the traditional grounding in the control systems of planning, organizing, directing and coordinating, with the entrepreneurialism advocated by Reinventing Government?

What skill sets should be used in order to effectively lead their unit through the turbulent environmental forces that are challenging the 21st century public organization? A follow on question is what curriculum will prepare the mid level manager to transition from their role as a small unit technical manager, to a new role of synchronizing disparate functions toward a common mission and, facilitating the organizational policy process? Are the traditional skills represented by POSDCORB, Human Relations Management, etc., appropriate for use by mid level managers who operate at the technical levels of organizational management while entrepreneurial and transformational leadership skills may be more applicable for middle managers beginning their journey upward through the management levels where a demand is placed for an orientation on conceptual ideas and ability to unify antithetical pressures?

Unfortunately most of the current professional education for public managers concentrates on the traditional and entrepreneurial transactional skills necessary for technical managers and does not adequately ground them in the transformational leadership skills required by mid level as well as top level managers as they fulfill their role as molders of concept and strategy.

The public manager who aspires to move from middle to top level management must leave behind their orientation to management based on direct and close supervision and adopt a leadership style oriented to value based leadership. Value based transformational leadership is identified by those who motivate followers by instilling an environment of commitment toward a common value system and organizational mission. Distilling the theories and practice of transformational leadership into its most common practices, transformational leaders are identified by five characteristics:

- Vision for the future–Infuses strategic planning in the culture of the organization.
- Customer focused–The higher a manager moves in the bureaucracy the more important it will be for the manager to take fundamental, bold action to fulfill the organizational mission. Consistency in direction is a critical attribute for a transformational leader. However, elected leaders experience strong centrifugal forces causing them to take politically expedient positions. This political reality causes policy to vacillate illogically from issue to issue. At the possible risk to position the transformational leader must transcend these political pressures and strive to keep the organization focused on mission and the strategic vision.
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Middle Management’s Time Warp

Carl W. Nelson

Change is constant in organizations. Organizations must adapt, keep pace, innovate, play catch-up or experience the entropy that comes with failure to continue exchanges with actors and entities internally and in their environment that ensure ongoing viability and a place at the table. We have historically thought of public sector middle managers as persons with middling authority, power, control and status positioned between front-line workers and supervisors and the upper levels of management. In our current fluid, information-oriented organizational networks, it is more helpful to see middle managers, not as intermediaries between organizational levels, but as process guides facilitating the transition from their organization’s past/present to its future. Middle managers function at the fulcrum of change—not necessarily as self-selected or conscious change agents, but as those who must pilot and implement change in network and personal relationships that often seem resistant to change.

Middle managers are positioned between generally well-trained and better-educated employees seeking self or team-based work autonomy and leaders oriented toward and sensitive to the changing nature and requirements of the organization’s political, cultural, professional, technological and economic environments. The middle manager’s time warp (distortion) is caused by the tension between what is and what to be (if the organization is to thrive). This strain is characterized by employees’ desire for self-regulation and leadership’s need to advance the birth of the organization’s future.

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Change is coming fast, from many directions and in more and more aspects of their work. The total impact feels like chaos—a lack of direction with no sense of priorities. Employees may not be as resistant to change as generally perceived— they may simply be overwhelmed by its magnitude. How likely is it that middle managers understand and are well-equipped to help manage the scope and rate of change in this time warp? The probabilities are not high. Seldom do they have a clear sense of the big picture. Their work experience, skills and priorities are generally more in tune with the operational rather than the upper management side of the organization. They frequently are promoted into middle management positions specifically because of their technical knowledge and task skills.

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What can organizations do help middle managers function effectively within this time warp?

First, they can make sure middle managers understand their role in context—as key persons helping their organizations move from its past or present to its future. Concretely, this means that middle managers need to switch from being content to process specialists. They are at the interfaces of specialized and interdependent processes where solutions are most effectively crafted using critical knowledge and information from diverse disciplines and personal experiences. Middle managers need to function, not as knowledge workers, but as process managers insuring all necessary pieces of information get on the table and are processed within a broad systems perspective.

This is not a new insight, but middle managers and organizations continually seem to need to relearn this lesson. Too often middle managers fail to insist on inclusive, cross-functional participation repeated in iterative internal cycles that provide the best environment for linking needed changes from a strategic viewpoint with the attention to detail and specificity that increase near- and long-term probabilities of successful change processes.

Second, middle managers must not be adverse to spending significant time in meetings. The refrain that managers and employees are engaged in too many meetings when there is operational work to be done misses the point that unless substantial time and effort are invested, change processes cannot be expected to succeed. Middle managers may be some of the biggest complainers about all the time spent in meetings and work groups. This is a symptom of their lack of understanding of this core middle manager function—unless they take the time and insist that their organizations make the time to process change, their organizations will be at increased risk of change management failures.

Third, middle managers need to err on the side of being people and process persons. There are many organizational members who can play a role in providing technical information and specialized knowledge. If the middle manager takes on the role of the expert, it almost guarantees that relevant but seemingly unrelated information will be overlooked. Middle managers must listen for, hear and value the input of all process participants.

One tool middle managers can use to facilitate change processes is the plan, do, study, act (PDSA) cycle. This iterative processing model helps plan, pilot test and integrate continuous improvement in change management processes. While PDSA cycles require data collection and analysis, one of their advantages is that the middle manager never has to use the dreaded word “evaluation.”

Fourth, while being people and process persons, middle managers must also help organization’s link their performance measurement systems at the strategic and operational levels. Process without results is wasted effort and misused resources. Public organizations are just beginning to understand the difference between performance measures and the strategic nature of balanced scorecard indicators. Balanced scorecards are not intended to measure operational or program performance. Balanced scorecards are meant to provide feedback to leaders regarding progress toward an organization’s strategic directions and objectives. In contrast, operational performance measures should reflect the value added efforts of employees for agency customers, clients and the general public. Too few middle managers appreciate this difference, let alone are able to help organizational members understand this distinction.

Life in middle managers’ time warp is more complex than described above. However, without understanding how vital they are in managing the scope and rate of change, middle managers are often undervalued by persons at the opposite ends of the past/future time continuum. Knowledge workers may view middle managers as persons who have risen to their level of incompetence while leadership may see them as barriers to change who focus too much on details. Both perspectives, however, overlook the critical and pivotal role middle managers play in successful change management.

A special report on the importance of middle managers is available as a web article. To receive the article, visit the PA TIMES web site at http://patimes.aspanet.org.

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Contact: Christine McCrehin
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One doesn’t have to work in government long to see trendy management ideas come and go. But 100 years ago, a true innovation was occurring in the production of goods and services, an innovation that today we call the “Industrial Revolution.” The Industrial Revolution had many facets, but was based around three principles: division of labor, hierarchical authority and standardization of production and product. Instead of a single craftsman producing a unique good from beginning to end, work was split into small tasks with a group of individuals each carrying out a small step in the overall process.

The same principles of the Industrial Revolution were applied to government activities; resulting in a government form that today we call “bureaucracy.” A bureaucracy is based on division of labor, with each bureaucrat having a small span of tasks to carry out. A bureaucrat’s work is proscribed by rigid rules to ensure that the outcomes are the same time after time. A good example of this form of providing government service is the much maligned Federal Internal Revenue Service.

This new way of carrying out business required a new type of manager, the middle manager. Workers needed to be organized hierarchically and the middle manager’s was between the front-line workers and upper management. Leonard White, in Introduction to the Study of Public Administration, classically defined their role in 1926. “Public administration is the management of men and material in the accomplishment of the purpose of the state.” The goal of the middle manager in the government bureaucracy was the same as the goal of an assembly-line manager: make production as efficient as possible. Much of the literature from the birth of Public Administration as a conscious field of study through the mid-point of the 20th century was focused on this quest.

But bureaucracy, the public service assembly line, has not proved to be a very good way of providing governmental services. Criticisms range from bureaucracy being too rigid to too unwieldy to too ineffective to too slow to change. Because of this, since the middle of the century, there has been a quest for better ways of providing government services. And it has been middle management that has borne the brunt of these reforms.

In the 1960’s and 1970’s, government reform was focused around breaking bureaucracy down. Instead of having one large bureaucracy, funding was passed to smaller entities, with the belief that these smaller entities would be more effective at providing governmental services. For example, many new federal social welfare programs were not carried out directly by the federal government; funds were instead passed down to states and cities and counties. This had a large impact on middle managers. Middle managers were no longer managers of “men and material” but were now contract managers. For the middle managers that provided funding, it meant a diminution of control over outcomes, bearing the downside risk of failure without the credit for success. Also contract management has less prestige than supervision of personnel and perceptions of middle managers declined accordingly. It also created a proliferation of middle managers to manage grants, especially for grants that pass through several hands.

It also meant that there was the emergence of a new form of public administrator: managers who did not perceive themselves as public administrators but who were carrying out public programs and working for the public good. These managers had two masters: their own organization and the grantor and it falls to the middle manager to reconcile these differences.

When government was contracted out to non-profit organizations and other governmental entities, there was not a large difference between the goals of the funding organization and the goals of the entity carrying out the contract. But with the wave of privatization in the 1980’s, this changed. Government services were contracted out to profit-making entities, whose goal of profit is goal fundamentally different than the goals of government. It has fallen to the middle manager to reconcile this irreconcilable difference on a day-to-day basis. This often creates conflict between the manager who is providing the funding, who is trying to maximize the amount of public services provided and the manager for the contractor, who is trying to maximize profit.

This also created middle managers that are in essence public managers in private businesses; managers who are carrying out services on behalf of the public good but who do not perceive themselves as public administrators as they are first beholden to making a profit. The goals of these managers are fundamentally different yet they are carrying out public services.

At the turn of the century, another trend in the provision of government has emerged; voluntary government. The classic example is the condominium organization, where people write a contract among themselves to tax themselves and provide services. This concept has been expanded to whole cities. For example, in some communities, the government doesn’t own the parks or the streets – those are owned by a private corporation that all of the members of the community belong to. Some cities now are not even bothering to incorporate, fulfilling all of the traditional municipal roles either through private contracts. The services that are being provided have traditionally been public sector services but the provision of those services in no way touches government. The manager of those services does not even have a contract as a tenuous connection to government yet is carrying out traditional government functions.

Administrators now have as much authority as the contract gives them and has neither the authority nor restrictions placed on government. Middle management has to reconcile this conundrum on a day-to-day basis.

Now when there is an expansion of government, sometimes it isn’t even part of government. Long distance companies needed to be regulated so Congress required them to contract with another for-profit company to verify their compliance with the law. The FBI is prohibited from certain types of spying on citizens but they are able to purchase information collected by private companies, companies that do not have such restrictions placed upon them. The backlash against bureaucracy has become so great than America has lost its definition of what government is. No longer can one point to a large building and say “there is government” because government can be for-profit, non-profit, or traditional governmental organizations. Government is everywhere. And in this brave new world, asking what the role of a public administration middle manager is makes no sense because that role no longer exists.

Currently, the driftwood of the successive waves of governmental reform litters the governmental landscape. Because of this, it is difficult to make a blanket statement about the role of governmental middle managers. Some of them work for government. Some of them work for non-profit or for-profit organizations. Some of them have public service as their first goal. Some of them have fulfilling a mission as a first goal. Some of them have profit as a first goal. An increasing number of them don’t even perceive they are working for government or for the public good. The simple definitions of Leonard White no longer work.

Carol Becker is a graduate student at Hamline University and principal financial analyst for the Metropolitan Council, Minneapolis, MN. E-mail: Becker@scc.net

Check out the Recruiter Online
www.aspanet.org
New Models of Collaboration Improve Government Programs and Services

Albany, NY—In the last decade, both industrialized and developing countries have been seeking new models of collaboration across government agencies and between public and private or nonprofit organizations. Increasingly, advanced information technologies are creating innovative opportunities for governments to redesign service delivery through these creative relationships with other organizations.

The University at Albany's Center for Technology in Government's New Models of Collaboration: A Guide for Managers is based on a multinational research project designed to understand how these relationships work.

The New Models management guide is available at www.ctg.albany.edu/publications/online/new_models/

A network of field researchers studied 15 collaboration case studies across two continents, four countries, and three different languages.

A dozen of these cases—four American, six Canadian, and two European—are included in the guide and uncover critical success factors and lessons learned about design, management, and performance.

Working Definition of Collaboration
A reciprocal and voluntary agreement between two or more distinct public sector agencies, or between public and private or non-profit entities, to deliver government services.

Types of Collaboration
Public-Public Collaboration--This category includes both horizontal agreements between two agencies or departments at the same level of government, and vertical agreements or intergovernmental alliances between or among federal, state, and local levels.

Public-Private Collaboration--Sub-contracting and outsourcing are the most common collaboration methods between the public and private sectors. In these cases, the government remains accountable for a service, which is totally or partially operated by the private sector. Its more advanced form--public-private partnership--involves sharing the risks and benefits of providing the service.

Public-Non profit Collaboration--At the community level, public agencies often contract with non profit organizations to deliver services. Increasingly, these relationships also involve shared responsibility for program design, performance, and evaluation.

Key Management Issues
Analysis of the cases led us to identify four critical success factors that transcend national boundaries: leadership, trust, risk management, and communication. These elements were crucial in ensuring a smooth development and successful implementation of the collaboration projects.

Leadership--All of the innovative projects studied were initiated by public sector leaders who shared a vision of better government. The leaders in each project were committed to developing innovative working relationships within government and between government and private and nonprofit organizations.

Trust--Two kinds of trust relationships were critical: (1) public trust or the degree to which citizens and other groups in society believe the project or service program can be trusted to treat them fairly; and (2) professional trust or the degree to which people and organizations charged with developing and delivering a service believe they can rely on the motives and predict the performance of other participants.

Risk management--In the cases studied, external risks came from the socioeconomic, political, and technological environments and internal risks stemmed from the nature of the project, the participants, and their relationships. The guide provides a typology of risks and risk management approaches associated with the delivery of public services by multiple partners.

Communication and coordination--Through our case studies, we found that public organizations are taking several approaches to ensure a high-level of communication and coordination among the employees of the collaborating partners in order to deal with critical challenges in meeting the project goals. These include clear governance, both formal and informal structures, and innovative problem solving mechanisms such as “war rooms.”

The multinational research team
The U.S. portion of this collaborative research project was funded by the National Science Foundation and conducted in partnership with the Centre Francophone d’Informatisation des Organisations (CEPRSO), a Canadian research organization based in Quebec. It included researchers from the University of Quebec at Montreal, the University of Maryland, Syracuse University, the University of Bremen in Germany, and the Cellule Interfacultaire Technology Assessment in Belgium.

Would you like to submit an article to PA TIMES?
Contact:
Christine McCrehin • cjewett@aspanet.org
(202) 585-4313

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LOOKING FOR USEFUL INFORMATION ON PERFORMANCE MEASUREMENT AND MANAGING FOR RESULTS?
CAP HAS WHAT YOU NEED!

ASPA's Center for Accountability and Performance

Meeting the Challenges of Performance-Oriented Government brings together the experience and insights of practitioners and academics who are active participants in performance measurement initiatives at all levels of government and in the nonprofit sector. This volume addresses the opportunities and challenges that managers, elected officials and citizens face as governments and nonprofits focus more on performance measurement and reporting. Meeting the Challenges of Performance-Oriented Government includes articles by Cheryle Broom, Sharon Caudle, Paul Epstein, Stuart Grifel, Michael Hendricks, Edward T. Jennings, Jr., Philip G. Joyce; Cheryl Sinnwell King, Allen Lomax, Martha Marshall, Christopher Mihm, Kathryn Newcomer, Beryl A. Radin, Susan Sieg Thompkins, Joseph S. Wholey, and Lyle Way.

Ordering Information:
Copies are $25 each and may be ordered on-line through the ASPA store or by contacting Delores Toye at 202-585-4319, dtoye@aspanet.org, or Darryl Townsend at 202-585-4308, dtownsend@aspanet.org. Minimal shipping and handling charges also apply.

SPECIAL OFFER!

First published in 1998, Performance Measurement Concepts and Techniques brings together the experience of some of the country's top performance measurement consultants and trainers in a workbook especially designed for MPA classroom instructors, workshop trainers, and managers who manage for results. Copies are $15 each; orders of 12 or more are only $9 per copy.

Order both Meeting the Challenges of Performance-Oriented Government and Performance Measurement Concepts and Techniques for $37, a savings of $3 off the individual prices.
You have heard of Murphy’s Law, “If anything can go wrong, it will.” If you have ever had your best laid plans go awry, you very well know that Murphy’s Law can rear its ugly head at the most unexpected times. Things do have a way of going wrong, and usually will, unless you take steps to prevent it.

Crises can pop up from just about anywhere, involve just about anyone and come in many different shapes, but the consequences are always very similar—stressful and a big waste of time. By anticipating crises and taking steps to prevent them, you can reduce by half the time now spent reacting to them.

A crisis will take you away from your best laid plans and priorities for the day. You may have an important deadline to meet, but will be diverted to resolve a crisis. For example, some information you are waiting for is late getting to you, which means your project is behind schedule, and may very well be diverted to resolve a crisis. For instance, recognize that everything takes longer than you think it will (is this another Murphy’s Law?). Always build in a cushion of at least 20 percent more time than you think is needed to accomplish a task and when working towards a deadline.

On projects that will take more than a week to complete, build in interim deadlines for completion of each step of the project. This will keep you on target and give you time to deal with any minor problems along the way.

Have you ever seen someone who never seems to get anything done because they spend their day putting out fires? This is someone who does not know how to anticipate, does not see the big picture of their job responsibilities and lives from moment to moment. They continually have small problems erupting around them and race around madly trying to resolve them. Their days consist of a mixture of small annoying inconveniences that never should have happened in the first place.

These small problems do not constitute a crisis, but when they get out of control the can become a major crisis. Be aware that if you have a pattern of continually managing crises, you are undermining your efficiency and losing a lot of precious time.

Preplanning and anticipation are your best ways of conquering these time wasters.

You must be able to prevent, at least reduce by half, the consequences of a crisis if you see it coming, and may very well be able to prevent it. The techniques to be used for anticipating problems and preventing them is called contingency planning.

A contingency plan for business as usual, is called contingency planning. It is done by anticipation. Crisis management is dealing with a crisis after it occurs, and the best way to handle a crisis is to keep it from occurring in the first place. And the best way to do this is to anticipate what might happen next, and make plans to prevent it, or at least reduce its impact. You may be wondering how you can know what will go wrong, as you cannot predict what will happen next, because a crisis is unpredictable.

The same way you anticipate the possibility of a fire, or an emergency. You don’t know when, or if there will be one, but you have the 911 number either speed dialed in your phone or imbedded in your brain, and know the location of the fire extinguisher and how to use it. There is also a first aid kit handy. What you have done is taken some reasonable precautions, just in case.

In the work environment, you would be doing essentially the same thing. You cannot predict when a crisis will arise, but with careful planning you can be prepared when you see it coming, and may very well be able to prevent it. The techniques to be used for anticipating problems and preventing them is called contingency planning.

A contingency plan for business as usual, if a manager is absent, would be to have someone trained as a back up for each of your key personnel, so business can proceed at a reasonably normal pace.

Get in the habit of asking yourself, “What can go wrong?” and “What else can go wrong?” Try to identify potential problems, and draw on past crises experiences. Go over thoroughly each step of a project or situation, and keep asking yourself, “What could go wrong?”

When you have identified any potential problem areas, consider the seriousness of each. By prioritizing, you will know to concentrate on the biggest potential problems which can be catastrophic and work on ways to divert or resolve them before they hit.

If similar problems have developed in the past, draw on that experience. How did it happen? What was the cause? How was it resolved? What were the consequences? What could I have done to prevent it? Drawing on past experience is the only benefit out of a crisis.

Another good way to prevent a crisis is to give yourself time to catch a minor problem before it becomes a major problem. For instance, recognize that everything takes longer than you think it will (is this another Murphy’s Law?). Always build in a cushion of at least 20 percent more time than you think is needed to accomplish a task and when working towards a deadline.

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Carol Halsey is founder and president of Business Organizing Solutions. You can read articles and ideas on time management and business organizing by visiting her web site: http://www.PilesToFiles.com.
President Bush has wisely decided that the United Nations is absolutely critical to help bring peace and stability to a war-torn and devastated Iraq. Bush’s 180 degree policy reversal of fully involving the United Nations in the campaign against terrorism effectively created the Iraqi mess and the U.N. Security Council for not supporting the United States from committing the biggest foreign policy blunder of the 21st Century. Others feel that the United Nations explained that the Bush Administration blame the United Nations for  U.S. Rangers being killed in Somalia, any international credibility, has seen his star diminish after giving a forceful, yet mostly erroneous, presentation at the United Nations stating why Saddam was such an immediate threat. Although he was not. Worldwide, even among our friends and allies in Latin America, the United States is viewed as a “hegemonic axis of arrogance”, a country to be feared, and one whose foreign policies are controlled by ultra-conservative extremists, commonly called neoconservatives or neocons. The neocons are perceived as pushing policies that embarrass upon a new imperialism (a term not used since the frigid days of the Cold War) who want to control the oil in the Middle East, especially in Iraq. A growing perception is that the neocons intimidated international agencies, cherry picked and distorted the worst rumors and evidence against Saddam, and are either mendacious or incompetent.

On August 19-20: Invited presentations at the “Interdisciplinary Conference for Applied Economic Development Solutions: The Vision Broward Case” • June 30: Invitations to top-five proposals for presentation in Broward County. • June 15: Notifications of acceptance of proposals for panel presentations. • Involve all appropriate U.N. agencies in the social and economic development programs and push for Iraq’s neighbors to have a more hands-on involvement in the reconstruction, thus diminishing efforts of Iraq or Syria to de-stabilize Iraq. • Not blame the United Nations for any setbacks or delays in the elections, reconstruction, or security. The United States has a penchant to blame the United Nations when events take a turn for the worse. Two examples include the Bush Administration spinning out misinformation that the United Nations supported an armed invasion of Iraq, or the Clinton Administration blaming the United Nations for U.S. Rangers being killed in Somalia, which the United Nations clearly did not do in both cases. • Take immediate action to reverse the negative perception that the vast majority of the world has towards U.S. foreign policies. Although most countries support the campaign against terrorism, the Bush Administration’s foreign policies, among the American public–are disdained around the world, which was quite evident even before the perceived illegal invasion of Iraq. This disdain, bordering on hatred, may be the biggest impediment in combating terrorism. One immediate change would be for the United States to drop many of its counterproductive policies of undercutting the International Criminal Court, opposing the Kyoto Accord, and blocking a myriad of international agreements, such as the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) and the Convention for the Rights of the Child, that are languishing in the U.S. Senate. Actions speak louder than rhetoric.

A side effect of presenting some accurate information, but mostly exaggerated and bogus information justifying the Iraqi invasion is that the United States has lost much of its credibility at home and abroad. Even Secretary of State Colin Powell, arguably one of the few Administration officials who had any international credibility, has seen his star diminish after giving a forceful, yet mostly erroneous, presentation at the United Nations stating why Saddam was such an immediate threat. Another irony, in hindsight, is that quickly vanquished a 1960s Iraqi lightning incursion by an incredibly well-trained 21st Century U.S. military that quickly vanquished a 1960s Iraqi army. Today, even though few people will shed a tear over Saddam’s capture, the peace is proving to be elusive and the price.

Also, the United Nations could assist in maintaining security and re-building Iraq. This would play an active role in establishing the United Nations: Last Hope for Peace
Letters to the Editor

Reader Responds to December Letter to Editor

In his letter to the editor in the December 2003 edition of the PA TIMES, George Candler stated that the University of Vermont MPA Program currently has “under 20 MPA majors” in the program. We, in fact, have 29 matriculated students, well above the recent averages and approaching late 1980s–early 1990s highs. We find it regretful that Dr. Candler chooses to continue his public criticisms, but feel we must respond when he misrepresents facts about our program.

Christopher J. Koliba
University of Vermont

“Kickin’ ASPA” Article on Target with Doable Changes

Nicholas Henry’s article, “Kickin’ ASPA,” in the January issue of PA TIMES is an insightful review of ASPA’s organizational evolution, definitional problems and chronic money shortages. The review and counter balancing comments of ASPA’s alleged shortcomings are on target. Having been a member since 1942, I have been well acquainted with all of ASPA’s executive directors, with the exception of Mary Hamilton, from Louis Brownlow on. I have seen them struggle with finances, organizational objectives and the divide between practitioners and academics. With respect to fundamentals (goals, objectives and direction), the ASPA executive director job is the most difficult of any of the association director jobs I am familiar with in state and local government.

Henry has outlined four “systemic policy changes” that are doable, affordable and worth while. They point to a strengthened and more relevant association. With organizational objectives and the divide between practitioners and academics. With respect to fundamentals (goals, objectives and direction), the ASPA executive director job is the most difficult of any of the association director jobs I am familiar with in state and local government.

David S. Arnold

Have Reader’s Wildest Dreams Been Answered?

My wild hope is that the PA TIMES issue of February 2004 may ultimately reflect the beginning of a shift in ASPA thinking, with a number of suggestions that it may be time to “reprofessionalize” public administration after more than a few years of “deprofessionalization,” as Marc Holzer suggests. Two articles, however, deserve further examination:

• In “America was Founded on the Teachings of a Saint,” Brenden Mario Carbonell insists that the United States was founded on Christian principles, and his case is built upon the misleading words of the Declaration of Independence. The founding document of any country is its first Constitution. The continuing overemphasis on the Declaration seems to reflect a desire to avoid looking closely at the Constitution. Only the Constitution has a legal standing that the Declaration cannot share. It is extremely dangerous to argue that the United States must forever reject all religious thinking except that of Christianity, however interpreted.

• In “The American Senior Executive Service and the British Mandarinate,” George Frederikson says that Scotty Campbell, the “principal architect” of President Jimmy Carter’s Civil Service Reform Act of 1978 (CSRA) would be “disappointed” at the politicization of the “higher civil service.” In the United Kingdom and the United States, yet because CSRA initiated politicization by centralizing civil service management within the White House, Campbell would have no reason to deplore what he had helped create. Promising to “protect whistleblowers” while making it easier to fire them was political fakery. So was the invention of a Senior Civil Service wholly unaccountable.

Time is Running Out

From UN, pg. 9

tag (over 540 U.S. soldiers killed, 3,000 injured, 10,000 dead Iraqis, $170 billion expended (with another $50-100 billion request pending) is staggering.

Third, the bulk of the information being discussed now as “new” information about WMDs was actually available prior to the invasion. Major mainstream media, even a paragon of journalistic excellence such as the New York Times, have suffered an incredible blow to their credibility. Most media sources—although they had the correct U.N. reports about Saddam and WMDs, CIA updates, and the Nigerian yellowcake study—developed a “hard mentality” and uniquely resigned themselves to the inevitable conclusion that the United States had made a decision to go to war, and it would not be deterred with facts to the contrary. The Iraqi invasion was a war of choice that was based upon a preconceived policy to invade Iraq, rather than substantiated evidence that pointed to developing a policy that would justify an invasion.

Fourth, arguably America has unparalleled military, cultural, technological, and economic strength, however as the only superpower, it is critical that the United States have moral leadership, credibility, and respect around the world. Unfortunately, the United States is feared, but not respected. What an irony that a recent poll shows that the Indonesians view France more favorably than the United States, while believing the United States is in Iraq to control the oil and force a realignment of the Middle East in its democratic image.

The CIA has correctly forewarned that Iraq may be on the brink of a civil war. The situation has deteriorated to the crisis level. If the Bush Administration can secure the U.N.’s support, there is a slight chance that the crisis will be avoided and Humpty Dumpty can be put together, at least partially. If the United States tries to go-it-alone with an arrogant, unilateralist policy, Iraq may very well go up in flames and the United States will lose control of the country. Kofi Annan was right when he said, “There is no right way...We have reached a fork in the road.” The path the United States and the United Nations take will lead to either success or failure. They must make the right choice and walk together. Time is running out.

ASPA member Bill Miller is Past Chair of the United Nations Association of the USA’s Council of Chapter Presidents (www.washingtoninternational.com)
E-mail: millerkyn@aol.com

Balancing the Federal Budget: Trimming the Herds or Eating the Seed Corn?
Irene S. Rubin, Northern Illinois University

Class, Tax, and Power: Municipal Budgeting in the United States
Irene S. Rubin, Northern Illinois University

The Politics of Public Budgeting: Getting and Spending, Borrowing and Balancing, Fourth Edition
Irene S. Rubin, Northern Illinois University

Eugene Bardach, University of California, Berkeley

Richard D. Bingham, Cleveland State University and Claire L. Fehlinger, American University
The Sixth of Eight Letters from Oxford

Events, Dear Boy. Events.

Harold Macmillan, the British Conservative leader from 1957 to 1963, was once asked what his biggest problems were. In high Pall Mall men’s club English he famously replied, “Events, dear boy. Events.” On both sides of the Atlantic it is still the events of the day that drive political affairs. In the early months of 2004 there are remarkable similarities between political events in the United States and the United Kingdom. To have read the political pages of the New York Times on a given day is to have approximately read the political pages of London Times on that same day, so similar are our political affairs.

Consider first the American CIA and British MI6 on the matter of the quality of weapons of mass destruction (WMD). Intelligence in the run-up to the war in Iraq. While acknowledging human and bureaucratic fallibility, both George Tenet of the CIA and Brian Jones, former head of nuclear, biological and chemical warfare in the British Defence Intelligence Staff, have written (in Tenet’s case, spoken) eloquent defenses of their agencies. In both cases their descriptions of Iraq WMD intelligence were filled with caveats, exceptions, probabilities and probably. In neither case were there claims by the intelligence agencies of hard evidence of Iraqi WMDs or of the likely imminent use of WMDs.

Why would the leaders of two highly secretive spy agencies write newspaper columns, give speeches, and in other ways go uncharacteristically public with such sensitive matters? Events, dear boy. Events. Based in part on loud political claims of an WMD threat, the Iraqi war was begun, and continues, in the form of a dangerous and shaky occupation. In the U.S. congressional hearings are underway, grand juries are afoot, and President Bush has appointed a commission to review intelligence on Iraq and to determine whether claims of imminent WMD threats were exaggerated to justify launching a pre-emptive war. In the U.K. Lord Robin Butler has been appointed to head an enquiry with the same purpose. Both cases violated both laws and understandings that protect the identity and loyalty to the party in power. These events demonstrate those limits and illustrate when it is altogether appropriate for leaders to publicly speak truth to power.

Second, the willingness of intelligence leaders in both the U.S. and the U.K. to go public may have to do with the political outing of top staff members. In the U.S. a grand jury is investigating whether Vice President Cheney’s office leaked, for what may have been political purposes, the name of CIA spy Valerie Plame, whose husband, Joseph Wilson, is a former diplomat and outspoken opponent of the war in Iraq. In the U.K., David Kelly, a leading intelligence WMD specialist, was brought before a public hearing and grilled, after which he committed suicide. Both cases violated both laws and understandings that protect the identity and objectivity of intelligence specialists. That having happened, it became clear that it was open season on intelligence bureaucrats and that it would be necessary for the leaders of the CIA and MI6 to openly defend their agencies and staff.

Third, the line between politics and administration is always blurred; indeed some suggest there is no line. In this case, however, the level of political intervention in administrative affairs appears to have been extraordinary. There are claims that in the U.S. in the months prior to the war, the vice president or members of his staff spent an extraordinary amount of time at the CIA for the purpose of pressuring the agency to frame intelligence in the direction of a justification for war. There are similar claims with respect to Paul Wolfowitz, the deputy secretary of defense and his staff. In all more than 40 caveats (probably, possibly, etc.) were removed from the CIA’s national intelligence estimates. In the U.K., Alastair Campbell, then the Prime Minister’s director of communication, wrote daily and sometimes multiple daily memoranda to MI6 in the months prior to the war, clearly for the purpose of pushing the agency to produce intelligence supportive of justifications for pre-emptive war. Over time various drafts of the Iraq intelligence dossier were returned from the desks of political leaders with suggestions that they be strengthened. On both sides of the ocean, intense political intervention in the workings of the CIA and MI6 before the war may have seriously eroded the logic of agency independence and objectivity.

In more recent events, David Kay, the chief of the U.S. inspection team that has not found WMDs, has returned, saying “we were all wrong.” The question is, of course, who was all wrong—the intelligence agencies or their political masters? Is it any wonder, given these events, that the leaders of both intelligence agencies are bracing for a season of finger pointing and blame attaching by engaging in the public defense of their agencies? Although stated in gentle and subtle bureaucratic language, the public message from the leaders of these intelligence agencies appears to be clear—we were not the ones who “were all wrong.”

Events explain one of the oldest axioms of bureaucracy—politicians get the credit when things go right, bureaucrats get the blame when they don’t. That axiom may hold in most matters of state, but evidently not in this one. No doubt the gravest decisions political leaders ever make have to do with war, particularly war that is pre-emptive, based at least in part on presumptions of objective intelligence. Only in the long run will we know whether the Iraq war will prove to have been the right decision, notwithstanding the matter of intelligence.

In the short run, there is no question that the British and American military, given their resources and the challenges of their mission, bravely and capably conducted the war in Iraq. And now they are making the best they can out of an especially difficult and dangerous occupation and transition to self-government policy. Only in the long run will we know whether the war and subsequent occupation and transition were good political decision. In the short run, when thing go wrong, it is particularly tempting to blame those who carry out policy rather than those who make it.

In the meantime events continue to drive political affairs. It is the political season in both the U.S. and the U.K., and the Iraq war is an electoral issue in both countries. In the wonderful traditions of democracy, the people will ultimately decide these issues, because elections too are events. Until those events, count on the intelligence and defense bureaucracies to capably carry out public policy with cautious eyes fixed on their political masters.

ASPA member H. George Frederickson is the Stone Professor of Public Administration at the University of Kansas and the author of The Spirit of Public Administration (Jossey-Bass, 1997). E-mail: gfred@ukans.edu.
What's an ASPA Chapter President to Do?

You are the president of an ASPA Chapter. To your surprise and chagrin, you learn that the chapter’s treasurer has been indicted for stealing more than $900,000 from the agency where he is employed. The treasurer has been a loyal and dedicated member of the chapter and to the best of your knowledge has not misused or stolen any of the chapter’s funds...but you are not entirely sure. The treasurer has the chapter’s funds in a local bank account with sole signatory authority. You cannot gain access to the bank account because a criminal investigation is underway and the account is frozen.

What should you do about the situation? Should you wring your hands in distress and wait it out hoping that somehow the chapter’s funds can be secured, report the situation to ASPA’s president and ask for guidance, charge the treasurer with violating ASPA’s Code of Ethics and ask the National Council to expel the treasurer from ASPA, resign your position as chapter president to demonstrate your failure to oversee the chapter’s finances? Seek advice and counsel from ASPA’s officers?

Currently, ASPA has no formal vehicle or process for a chapter president, officer or member at large to seek ethical advice or guidance.

--story based on a real case

Don Menzel is ASPA’s vice president and professor emeritus at Northern Illinois University.
E-mail: dmenzel1@tampabay.rr.com

Letters to the Editor

From LETTERS, pg. 10

at the mercy of its political bosses, one election at a time.

Frederick Thayer
University of Pittsburgh

Some Private Sector Goals Are Okay

I concur with the point (“From the Executive Director,” February 2004 PA TIMES) in McSwite’s book that the private sector is “in.” I can also agree with McSwite’s belief that the public sector cannot and should not be more like the private sector, but only in part. Efficiency, bottom-line, is a good thing. It is something that should be pursued when possible. Now, given that the public sector also has responsibilities regarding the social relationship (concern for individual rights, equal access), there has to be a balance.

Though public administrators will play a key role in how society views the public sector, I don’t know about using the term “best hope.” In many ways, the rise of the private sector from the previous public-sector dominance follows the same pendulum model that defines the dominant political ideology (Left than Right, back and forth, etc.). As such, though public administrators can play a role in helping “push” the pendulum away from the current alignment, I think outside factors will play the most substantial role. The corporate scandals that began with Enron quickly revealed a public that needed nothing else to begin to have a

negative impression of the private sector. As fear over corporate abuse rises, the view of government as a solution will likewise rise.

The question then becomes if the pendulum can be stopped in “the middle.” It never has, to my knowledge, but, there is no harm in trying.

As to the part regarding McSwite’s friend and his view that it was not moral to invite people into public administration, I think the real point is missed. Though the public’s views of the public sector may keep some people away, the primary detriment to public-sector work is that its “down-to-earth” elements are not equal. Lower pay and less job flexibility go a long way to impacting a person’s opinion of a career. As governments face pressure to cut jobs and force employees to assume more health care costs, the “benefits” in public sector will continue to diminish. It takes a lot for a person to give up what they can have, from a material and career perspective, just because they also have a desire to serve. The tipping point varies with each individual, but in terms of top-caliber talent, the only way to assure it, will be to make public sector employment almost as attractive as private sector work (relying on the service desire to push them to the top of the way). This is a prime example of where being more like the private sector would be a good goal; after all, people can meet their need to serve by volunteering and skipping the public employment option entirely.

Dennis Kriesel
Public Health Policy Fellow
Kansas Association of Counties

Public Management in the 21st Century: Opportunities and Challenges

Cherylly Broom, Patria de Lancer Julnes

This is the title of an international conference we attended, along with other ASPA members, in Macau, China in January. Our hosts were the Public Administration and Civil Services Bureau of Macau, the Center for Public Administration of Sun Yat-Sen University, the University of Macau, and the Macau Foundation. In her opening remarks, the Secretary for Administration and Justice of Macau Florinda Chan articulated the conference’s theme: “to study in depth the acceleration of public administration reform; the increase of public administrative efficiency; and sharing views of public management.” ASPA Vice President Don Menzel echoed the theme and emphasized ethics at the same session. The timing for opening this dialogue in Macau could not be better. In 1999 the People’s Republic of China resumed sovereignty over Macau, which had been officially declared a Portuguese colony in 1557 after hundreds of years of occupation.

After the hand over, like its neighbor Hong Kong when handed over to China by the British, Macau was designated as a Special Administrative Region (SAR), giving the Macanese people a great deal of autonomy in matters of governance and administration. While this change presents a tremendous opportunity to develop and improve Macau’s public administration sector, the Macanese have also been confronted with the need to effectively address the problems created by endemic corruption in public and private enterprises and social illnesses like incidence of high profile gang-related crimes. As such, in their quest to learn from the experiences and strategies used in other countries, the organizers of the conference formed panels around several sub-themes including: Performance Management and Evaluation; Electronic Governance and Emergency Management; Human Resource Management and Public Sector Reform and Budgetary and Fiscal Reform. Panelists included scholars and practitioners from countries like the United States, Portugal, South Korea, Japan, Switzerland, Thailand, Australia and mainland China. Highlights of some of the panels and papers illustrate that the conference successfully addressed its main themes.

The panel on performance management and evaluation generated engaging discussions about the feasibility of implementing accountability and evaluation system in Macau’s public sector. The paper by James MacGregor Smith presented the findings of his study on performance management and the implications for risk management of the future of New Public Management (NPM) such as a citizen orientation, more efficient administrative processes, seamless interaction between levels of government and public transparency of public affairs. His example included one-stop shopping for citizens and businesses.

For Singapore, e-government has matured to be a platform for public sector transformation according to Kok Chun Cheang. One intriguing path Singapore is starting down is to collaborate with private companies to facilitate access to government e-services bundled with their own services. For example, the Immigration and Checkpoints Authority has partnered with a group of photo outlets to help citizens with their online passport application or renewal.

This session also featured one presentation on Emergency Management. Ari Halacmi challenged the participants to think about the implications for risk management of the migration from governing to governance—when activities once performed by government are provided outside of it. He noted that government officials are always held accountable when something goes wrong, even when they had no “prior involvement, knowledge or influence on any aspect of the process leading to the unfortunate outcome.”

In sum, as succinctly put by Mary Hamilton in her presentation, the rapid and unexpected changes of recent years “afford what we manage, how we manage, who we work with to manage, and what relationships are paramount.” Within this context, the participants from many countries shared common issues and concerns with meeting citizen expectations, improving the performance and efficiency of public services, and understanding the implications of changes governments are undertaking to the public administration field. We appreciated the opportunity to be a part of this stimulating event and the warm hospitality of our hosts. Being in beautiful Macau as it experiences many changes, made the trip even more worthwhile.

ASPA member Cherylly Broom is ASPA’s president-elect. E-mail: cbroom@aspanet.org

ASPA member Patria de Lancer Julnes is assistant professor and coordinator of the MSS in Public Administration at Utah State University. E-mail: pjulnes@uaxx.usu.edu

For information or items of interest related to CAP or performance management/evaluation activities or if you have a related item for the CAP Corner, please contact Karen Pane, CAP Director, 1120 G Street, NW, Suite 700, Washington, DC 20005, (202) 585-4310; kpane@aspanet.org

An Ethics Moment

Don Menzel is ASPA’s vice president and professor emeritus at Northern Illinois University.
E-mail: dmenzel1@tampabay.rr.com
Cook County, IL Utilizes New Online Auction Platform

**New Investment Practice Places County on Cutting Edge of Financial Management**

Chicago—Using an online auction platform for the first time, Cook County earned significantly better yields on the investment of its bond proceeds than it has in the past. The County placed $100 million in investments using GFOA YieldAdvantage, a new Internet auction web site operated by the Government Finance Officers Association (GFOA).

Tom Glaser, chief financial officer of Cook County, said he was pleased with the results of the sale: “We got more bids for more kinds of instruments and at more competitive rates than ever before,” he said. “We will definitely be using this platform on a regular basis in the future. It simplified every aspect of the investment process, from soliciting bids to exchanging confirmations and settlement information, and it’s all done electronically.”

The County held two back-to-back solicitations—one for a guaranteed investment contract (GIC) and the other for a laddered portfolio of open market securities comprised of treasury and agency securities, certificates of deposit, commercial paper and repurchase agreements.

Bids for the GIC were submitted in an “open” auction where bidders saw the rank of their bids and had the opportunity to improve their rates. Fifty-three bids were submitted by 11 firms, with the winning firm receiving the award for the $80 million investment at an interest rate of 1.20 percent.

The laddered portfolio transaction was a “sealed” solicitation in which eight banks and broker-dealers submitted sealed bids for individual maturities ranging from one to 10 months. The best aggregate rate for the portfolio was 1.03 percent. This solicitation resulted in two $10 million awards, with the County purchasing 60-day commercial paper and a 90-day agency discount note from the two firms quoting the best rates for those maturities.

Both the 1.20 percent GIC rate and 1.03 percent aggregate portfolio rate obtained on YieldAdvantage were superior to the benchmark, a 0.93 percent yield on a Treasury Bill of comparable term.

In December 2003, the GFOA entered into an alliance with Grant Street Group, a fixed income Internet auction house and parent of MuniAuction, to create the GFOA YieldAdvantage web site (www.gfoayield.com).

UNI Launches State and Local Government Program

Cedar Falls, IA—The University of Northern Iowa has launched the State and Local Government Program (SLGP), a program to promote state and local government as an area of study and as a career. Maureen Berner, assistant professor of political science and program director, said SLGP will link undergraduate public administration students with state and local government officials and assist practitioner- ers in Iowa through continued education and public service.

The program will focus on placing students in local government offices for internships, sending them to conferences, allowing them to attend local government association meetings, and conducting public service projects with government offices and associations.

Berner said the SLGP will eventually provide continuing education, training, and consulting services to its alumni and Iowa government officials at little or no cost. “The philosophy of the SLGP is one of public service,” she explained. “We are working with city and county associations to identify their needs, and then we will use our faculty and students to meet those needs.”

The program is modeled after one at the University of North Carolina at Chapel Hill, where the School of Government trains more than 12,000 public officials each year. “Our faculty, like most faculty realize that to improve instruction in the classroom, you have to work in that field. In terms of public administration, you have to work with local government officials on the issues they are facing.”

There is no cost involved in launching the program. “Faculty are volunteering their time, and students are participating as part of the classroom experience,” Berner explained.

For more information about UNI’s State and Local Government Program, visit www.uni.edu/slgp or contact Berner at Maureen.Berner@uni.edu.

National Academy of Social Insurance Offers Internships

**Intership Titles:**

1. Washington Internship on Social Insurance
2. Somers Aging and Long-Term Care Research Internship
3. Nathan J. Stark Internship on Non-Profit Development

**Number of Openings:** 10-12 in the Washington Program, 5 in the Somers Program, 2 in the Non-Profit Development Internship Program

**Internship City:** Washington, DC

**Salary:** $2,000 Stipend

**Application Deadline:** March 15, 2004 (for summer programs)

Informal internship opportunities are also available on a year-round basis.

To learn more about the National Academy of Social Insurance (NASI) and their internship programs, or to download an application form, visit our website at www.nasi.org.
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Complete PAR Archive Available Online

ASPA and JSTOR Partner to Bring Public Administration Review Archive Online

Washington, DC—ASPA is pleased to announce that, in keeping with our goal to serve as the principal arena for linking thought and practice within the field of public administration, we are able to provide our members with greater access to Public Administration Review (PAR). PAR, the premier journal in the field of public administration and theory, has dramatically increased its availability for the benefit of academics, practitioners and students interested in the public sector and public sector management. As of March 10, back issues will be available online through a special arrangement with JSTOR, the non-profit digital archive. Members will now be able to access the back run of PAR from its inception in 1940 up until 1999. Recent issues of PAR from 2000 until the present are also available up until 1999. Recent issues of PAR from 2000 until the present are also available.

To increase benefits for its members, ASPA, working in conjunction with Blackwell Publishers, has joined JSTOR’s Individual Access program. JSTOR’s program was developed to provide society members with access to the back issues of their organization’s journal, an exciting advantage for researchers who may not otherwise have access to JSTOR through a participating institution. Members can easily enter JSTOR by logging into ASPA’s secure web site. Once they do so, they will be directed to a page that will provide them with links to JSTOR and Blackwell’s Synergy web site. When members choose the link to JSTOR, they will automatically be directed to this web site, which will give them further information on how to search, browse, view and print PAR’s back issues. Please note that members who are at an institution which participates in JSTOR’s Arts & Sciences IV Collection will be able to visit the JSTOR web site separately and can view all additional content in the collection. To determine if you are at an institution that provides access to one or more of JSTOR’s collections, please visit http://www.jstor.org/about/participants_na.html.

Members now have a variety of means to access PAR’s past content through JSTOR’s web site. They may browse through entire issues; search for articles by keyword(s), subject, title, abstract, caption, and author; and print articles, reviews, and front and back matter. Currently, Volumes 1 through 58 (a total of 302 issues) are available on JSTOR’s web site, and every year another set of the journal’s issues from the previous five years will be added to the archive. Interested members can browse through the historic Volume 1 from Autumn 1940, featuring such (still) timely articles as “Emergency National Defense Organization” by Joseph P. Harris, or read through the recent Volume 58, Sept-Oct 1998 for commentary on “A Research Police Force?” by Frederick Thayer.

With over 5,000 articles, members will be able to locate and effectively utilize almost 60 years of research. Already, in the weeks since PAR’s release, participating users have already viewed 194 articles and printed 106 articles from the JSTOR archive.

Searching and reading the articles is also easier than ever, as all pages in JSTOR have been scanned and digitized to display as a high quality PDF. Articles are available for printing both in black and white and in color for use in offline study. In addition, the searchable caption information enables more targeted searching for articles which may contain any specific illustrations or images. The ease of accessibility of this historic content, which totals almost a hundred years, is a huge boon to researchers, faculty, students and specialists in public administration and policy and related disciplines.

ASPA and NAPA Announce National Public Service Award Winners

Washington, DC—The American Society for Public Administration (ASPA) and the National Academy of Public Administration (NAPA) established the National Public Service Awards program in 1983 to pay tribute to exemplary public managers. For 20 years, the award has reflected our pride in the public service by communicating professionalism, encouraging excellence and promoting positive awareness of public administration.

Awards will be given during a luncheon ceremony at ASPA’s 65th National Conference in Portland, OR.

Daniel Fitzpatrick, city manager of Peekskill, NY, is known to strive for organizational excellence while recognizing that people make it happen. In his brief tenure in Peekskill (since April 2003), he has launched a code enforcement task force as part of an interdepartmental effort to crack down on zoning code violators and made tough management decisions to fill a $6.6 million budget gap.

Under his guidance, the city of Oak Park, Michigan moved from the brink of collapse in 1993 (following several years of neglect and abuses of power by two city executive employees) to become the first city in Michigan to participate in the Michigan Quality Leadership Award Program. When he arrived, the city's accounting system had been manipulated to produce inaccurate and conflicting reports, and few employees were trained to use personal computers or management information systems, thus keeping information at the top of the hierarchy.

In this environment of mistrust and tension, the Oak Park City Council charged Fitzpatrick to revitalize and reinvent the entire organization. Nominator Robert Bruner notes that Fitzpatrick had the foresight not just to “make things right” but to teach the city how to “do things right.” He directed efforts in five areas of continuous process improvement (CPI): reorganization, management information systems, financial management, team management and internal and external customer service.
Tempus Fugit: “Time Flies”

Walter Broadnax

An aged senator of Roman antiquity, nearing the conclusion of his many years of service to the empire, uttered the words, tempus fugit—or in English, “time flies.” At this moment, I echo his sentiment as I begin this, my last column as the president of the American Society of Public Administration. Fortunately, I am not burdened by a heavy heart. I say this because my term has been a rewarding experience. I have grown both personally and professionally while serving an organization that has become dear during my many years of membership.

The upcoming national conference, with its installation of new executive officers seemed so far off just one year ago. Now, it is only weeks away. I look forward to this annual transition because there are very capable individuals that will be assuming positions of leadership in the Society. Change should be welcomed at ASPA. It is important that we continually refresh our organizational outlook and bring the energies of new people to the forefront. The incoming officers will do just that. I wish them success as they are charged with the mandate of charting ASPA’s future.

I have always had a high regard for this organization, its mission and the outstanding men and women who make up its membership. Therefore, when I took office, I was grateful to have an opportunity to make a contribution, but I was also aware of what that entailed. At that moment, I realized that I became the bearer of a great responsibility: to uphold the standards of excellence established by my predecessors and expected by our members. ASPA has remained viable due to the level of commitment exemplified by its elected officers, national office staff and most importantly, the members who play such an integral role in empowering this organization. I believe that I have worked to preserve those standards and to provide a basis for even greater achievement.

Over the last several years, ASPA’s membership had remained consistent at around 10,000 members; however, I see this total more as a foundation upon which to continue to build, as opposed to a plateau upon which we can rest. Perception is everything, and we must see our organizational glass as being half full as opposed to the more pessimistic alternative. In forging ahead we strengthen what was, and will soon reemerge as, a formidable organization dedicated to high ideals.

I am honored to have been given the opportunity to serve. Dr. Martin Luther King once said, “Everyone can be great, because everyone can serve.” Those words resonated with me and service has been an ideal to which I remain wholly committed. I am grateful to have been a part of an organization of people who share this belief. Thank you for your support and may you find happiness and success in your future endeavors.

JSTOR Helps ASPA Bring PAR Archive Online

From PAR, pg. 15

The American Society for Public Administration is pleased to have formed this partnership with JSTOR, an independent not-for-profit administration which has archived the back issues of academic journals since 1995. JSTOR was founded with a mission to help the scholarly community take advantage of advances in information technology. Building on this mission, JSTOR has created a reliable and comprehensive archive of scholarly journals with the goal of both lowering the long-term costs associated with the storage of journal collections and dramatically increasing access to these journals. In the nine years since its inception, JSTOR has experienced growth as a result of the widespread support from libraries, publishers, and the academic community at large.

This support has played an integral role in the creation of JSTOR’s archive, which seeks to preserve older materials and prevent the long-term deterioration of paper copy. To this end, more than 230 publishers contribute over 390 journals to the archive today. Currently, there are eleven collections available—Arts & Sciences I, Arts & Sciences II, Arts & Sciences III, Arts & Sciences IV, Arts & Sciences Complement, Business, Ecology & Botany, General Science, Language & Literature, Mathematics & Statistics, and Music—totaling over 13 million pages. The collections span 34 disciplines ranging in diversity from sociology to finance to ecology. Over 1850 institutions currently participate in JSTOR, comprised of academic libraries, governmental agencies, non-profit and research organizations, from more than 75 countries around the world.

JSTOR has released Public Administration Review as part of the Arts & Sciences IV Collection, with plans to add more related public administration and policy titles in the future, including the recently signed Journal of Public Administration Research and Theory (J-PART). The Arts & Sciences IV Collection, when completed in 2006, will offer more than 100 journals focusing on business and the social sciences. Previously released Business titles will be included along with journals in new disciplines such as Law, Education, Public Policy & Administration and Psychology. PAR is a significant and welcome addition to JSTOR’s growing Arts & Sciences IV collection.

For more information on JSTOR and ASPA, please visit www.jstor.org and http://www.aspanet.org/.

ASPA Recognizes Contributors

Individual Contributors

Faisal H. Hamed
Riyadh
Steven A. Fike
San Francisco, CA

Frances S. Berry
Tallahassee, FL
Timothy B. Clark
Bethesda, MD

John H. Stanley
Bethesda, MD
Leon S. Joyner
Brentwood, TN

Marylnnn Marrese
East Hampton, NY
Bob R. Abbey, Jr.
Bowie, MD

Robert P. Biller
La Canada Flintridge, CA
Robert P. Biller
La Canada Flintridge, CA

Charleena Newell
Denton, TX
ASPA members are interested in issues and events that shape public service in both the United States and abroad.

Our readers believe in the power of public service.

To e-mail what you’ve seen, read or heard: aspattimes@aspanet.org or call 202-585-4313.

Supporting Contributors

Becky L. Schergens
Arlington, VA
Philip J. Rutledge
Silver Spring, MD

Bruce Blanchard
Washington, DC
Robert F. Abbey, Jr.

Camilla M. Stivers
Cleveland, OH
Monroe, NY

Crystal M. Cole
Little Rock, AR

F. Daniel Ahern, Jr.
Hanover, MA
Ronald Cease
Portland, OR

Our readers believe in the power of public service.

Visit www.aspanet.org for more information on JSTOR and ASPA.
In my February column, entitled “Present-day Public Administration,” I discussed the increasing bias toward the private sector, the fact that the bias is a relatively recent phenomenon and that we always seem to be out of balance. What I mean by the latter is that we are either rabidly pro-government and anti-private sector, or the opposite. My conclusion is that we will ever be thus unless the public sector leads the way toward an appreciation of what both sectors and non-profits contribute to society. I employed the excellent O.C. McSwine book Invitation to Public Administration to look at the impacts of the current private sector bias and how we, as public managers, might think about working for balance among the sectors.

I received two very interesting responses. One is published in the “Letters to the Editor” in this issue. In that response, from Dennis Kriesel, a Public Health Policy Fellow with the Kansas Association of Counties, Kriesel acknowledges the private sector bias. However, he makes the critical point that “the primary detriment to public-sector work is that its ‘down-to-earth’ elements are not equal” with the private sector, e.g., pay, job flexibility, benefits (especially health care). Kriesel argues that if the public sector is to attract top-caliber talent, the only way to do that “will be to make public sector employment almost as attractive as private sector. This is a prime example of where being more like the private sector would be a good goal,” he concludes.

The other response was from Art Stevenson, executive director of the Commonwealth Association for Public Administration and Management (CAPAM). Art sent an excellent paper presented in 2002 at CAPAM’s Biennial Conference in Glasgow, Scotland by CAPAM president, the Hon. Jocelyne Bourgon entitled “A Unified Public Service: Does it Matter?” This brief but powerful paper will be reprinted in the April issue of PA TIMES, but I wanted to share some of the most germane comments with you now.

President Bourgon starts by asking some key questions: “After downsizing, deregulation, privatization and decentralization, what is left of the traditional concept of a professional, non-partisan public service united by a common “esprit de corps?” If public servants are recruited on a contractual basis and rewarded by performance bonuses based on results, are there still any meaningful differences between a public servant and a private sector employee? Are the distinctions a vision of the past?”

Ultimately Bourgon responds to the questions with a resounding argument that there are meaningful differences and that those differences matter. However, she cautions that the shift in philosophy resulting from the “the marketization” of the public sector threatens the value system underlying public service.

In her words: “A unified professional Public Service flows from a broad societal consensus on the importance of the State and its supporting public sector institutions. It results from a political leadership willing to affirm the importance of public sector institutions for a sustained standard of living and quality of life for all citizens. In a word, if we do not believe in it, we cannot build it, and over time, we will lose it.”

More specific to the threat to the public sector value system, Bourgon says: “Over time, structural decisions will influence the value system at the organization level. Similar reforms could lead to very different results depending on whether they are driven from a public sector or a market philosophy.”

In the final section of her paper, entitled “Rediscovering the Obvious,” Bourgon does a superb job of articulating the need for balance among the sectors:

“The lesson of the past 20 years should be that a well performing society requires both a well performing private sector and a well performing public sector. Each one makes a unique contribution. Each one operates in accordance with its own set of values. Each one deserves respect in its own right.”

“One supports collective values, the other market choices. One seeks political consensus, the other encourages individual choices. One is democratically oriented, the other focused on efficiency. One focuses on public policies, the other on contractual arrangements. One protects individual rights and is preoccupied with fairness and the respect of the rule of law, the other seeks to maximize individual benefits and freedom. One encourages cooperation, the other relies on competition.”

“A unified Public Service is not about structures or systems. It is a value statement about how public institutions can be used to pursue collective interests over the disaggregated interests of individuals.”

“Building and sustaining a unified Public Service speaks to a political will to achieve a balance between market forces and societal forces, between wealth creation and wealth sharing.”

Bourgon concludes with:

“A unified Public Service is not a sufficient condition but a necessary condition for good government.”

“Does it matter? I should say so!”

I concur wholeheartedly! Look for this excellent paper in the April issue of PA TIMES.

I would welcome comments and suggestions about how we who care about public service can shore up public service values so that the public sector can flourish over time and balance among the sectors can mean balance among equals. I can be reached at mhamilton@aspanet.org and 202-585-4307.
**ASPA in Brief**

**Celebrate Public Service Recognition Week 2004!**

Public Service Recognition Week (PSRW), celebrated the first Monday through Sunday in May since 1985, is a time set aside each year to honor the men and women who serve America as federal, state and local government employees. Throughout the nation and around the world, public employees use the week to educate citizens about the many ways in which government serves the people and how government services make life better for all of us. Please let us know if your chapter/section plans on hosting an event during Public Service Recognition Week.

**SPALR Forum Will Address “Innovative HR Practices in a Time of Fiscal Constraint”**

For the second consecutive year, ASPA’s Section on Personnel and Labor Relations (SPALR) will host a half-day forum in conjunction with the Society’s National Conference. The event will take place on Friday, March 26, is sponsored by SPALR with the financial assistance of Cooperative Personnel Systems. Attendance is free, but you must pre-register for the event.

**URL:** http://www.spalr.org/Portland/portland.htm

**Ethics Section Encourages ASPA Members to Attend March Ethics Forum**

ASPA’s Section on Ethics encourages you to attend the 2004 Ethics Forum immediately preceding the Society’s National Conference in Portland, OR. This, the Fourth Ethics Forum, features as its theme, “Governance and Ethics.” The forum will be held at the Conference hotel, March 26 and 27, and features many noted national and international scholars and practitioners in the field of ethics. Fresh thinking, new perspectives, and challenging ideas define the panels and presentations at this Forum. For a complete schedule of presenters and topics, as well as registration information, access the Forum web site at www.aspanet.org/2004conf/special/ethicsforum.shtml.

Questions regarding the Forum may also be directed to the co-chairs, Melvin J. Dubnick at dubnickmj@yahoo.com and Carole L. Jurkiewicz at cljrkwcz@i2u.edu.

**Conference Forum Will Explore Child Welfare Policy Issues for Sections**

Earlier this month, ASPA added a child welfare policy forum to its 2004 National Conference schedule. “Considering Children in a Transformative Global Policy Environment” will begin a dialogue on critical issues that relate to children’s policy. The goal will be to discuss and organize some on-going interest that crosses boundaries to include the complex issues brought upon policy development when considering children. Forum attendees may discuss whether to propose a children’s policy and administration focus as part of an existing ASPA section or possibly to form a new section addressing that area. The forum will take place on Monday, March 29, from 10:00 – 11:30am. For more information, please contact Anne Hacker at ahacker@voyager.net or (269) 986-7540.

**ASPA/NYPF Schedule New Professionals Forum for Chapter/Section Leaders**

In recent years, various ASPA committees have identified leadership succession as a major priority for the Society’s future success. On Monday, March 29, from 2:00 – 3:30pm, ASPA will gather its section and chapter leaders to discuss strategies to attract, engage and involve new professionals at all levels of the Society. The event, which is sponsored by ASPA’s National Young Professionals Forum (NYPF), will take place in conjunction with the 2004 ASPA National Conference in Portland, OR. ASPA and NYPF invite section and chapter leaders and other interested members to attend this important event.

**ASPA Schedules Student Leadership Workshop**

On Monday, March 29, ASPA will host a four-hour student leadership workshop in conjunction with its 2004 National Conference, which will take place in Portland, OR. Former ASPA National Council member Vera Vogelsang-Coombs, director of the Local Officials Leadership Academy at Cleveland State University’s Levin College of Urban Affairs will facilitate this session. The workshop, entitled “Together We Are More: Skills for Building Executive Leadership Teams,” will give participants tools necessary for building effective teams of diverse people. It will also help participants to reduce the potential for interpersonal conflict and organizational gridlock. Participants will identify their leadership strengths, uncover blind spots that reduce motivation, recognize barriers to teamwork and practice skills for building productive work relationships. This session is open to current officers of ASPA’s university-based affiliates, 2004 National Conference student grant winners and students receiving ASPA chapter or section National Conference scholarships.

Chapter and section leaders should contact Erik Bergrud at ebergrud@aspanet.org to reserve spots at this workshop for their scholarship winners.

**Special Member Benefits**

ASPA members are eligible to receive discounts for the following publications, services and conferences:

- **Publications**
  - CQ Politics Daily—$100 discount
  - Public Integrity—$30 discount (annual subscription)
  - The Public Manager—$16 discount (annual subscription)

- **Services**
  - Grants Locator—10% discount
  - Social Science and Public Policy GrantLink—60% discount

- **Conferences**
  - ICMA 2004 (June 10-11)—10%+ discount on conference registration
  - World Future Society 2004 Annual Meeting (July 31-August 2) – registration at the Member rate

Visit http://www.aspanet.org/about/newbenefits.html for additional information.

All items in this month’s “ASPA in Brief” were reprinted from ASPA’s PAL e-Newsletter. Available to ASPA members only. To subscribe contact Erik Bergrud, ebergrud@aspanet.org.
ASPA Members in the News

Post Columnist Analyzes Goodsell's Book


Toregas Will Retire as PTI President

The chairman of the board of Public Technology Inc. (PTI) announced earlier this month that Costis Toregas is retiring as president of PTI after 32 years of service. PTI is a national non-profit technology research and development organization representing local governments. He will assume the role of president emeritus on April 1, 2004 so that PTI can continue to use his expertise and long tenure with the organization. As president emeritus, he will focus on shaping new strategic endeavors for PTI, be an active supporter and proponent of its programs, and be a contributor at its major events. (information courtesy of Government Technology)

McCurdy Testifies to Senate about NASA’s Future

Howard McCurdy, chair of the Department of Public Administration at American University, testified last week at a Senate Committee on Commerce, Science, and Transportation hearing on the National Aeronautics and Space Administration’s (NASA) future space mission. McCurdy will participate in a “Conversation with NASA Administrator Sean O’Keefe” during ASPA’s 2004 National Conference in March. (information courtesy of SpaceRef.com)

Posner Testifies on OMB’s Program Assessment Rating Tool to House Subcommittee

Last week, Paul Posner, managing director for federal budget and intergovernmental relations for the U.S. General Accounting Office, testified about the Office of Management and Budget’s (OMB) Program Assessment Rating Tool (PART) before the U.S. House Committee on Government Reform’s Subcommittee on Government Efficiency and Financial Management.

Former Colleagues and Workers Honor Askew

Former workers, colleagues and appointees of former two-term Florida Gov. Reubin O’Donovan Askew gathered in Orlando earlier this month for a “Friends of Askew” reunion brunch. Askew is Eminent Scholar Chair in Florida Government and Politics at Florida State University. (information courtesy of the Orlando Sun-Sentinel)

Schultz Tells Newspaper That Most Minn. Legislation Originates With Lobbyists

The Mankato Free Press interviewed David Schultz, professor of public administration at Hamline University, for an article describing the degree to which Minnesota’s lobbyists are writing state legislation. (information courtesy of The Mankato Free Press)

All items in this month’s “ASPA Members in the News” were reprinted from ASPA’s ASPAnet This Week e-Newsletter. To subscribe contact Erik Bergrud at ebergrud@aspanet.org

CELEBRATE 20 YEARS OF SWPA

at the ASPA National Conference
March 27-30, 2004
Portland, Oregon

The Section for Women in Public Administration (SWPA) is celebrating its 20th Anniversary this year. Join us at ASPA's 65th National Conference in Portland, Oregon for SWPA events designed to learn from the past, chart the future and enjoy the moment!

- Sunday, March 28, 12:00–1:30 p.m.–SWPA Board Meeting
- Monday, March 29, 4:00–5:30 p.m.–SWPA Special 20th Anniversary Celebration  
  A Conversation with SWPA Leaders: Honoring the Past, Celebrating the Future featuring Naomi Lynn, Anne Swafford, Mary Ellen Guy and Chris Gibbs-Springer and including time for socializing and refreshments.
- Tuesday, March 30, 7:30–9:00 a.m.–20th Anniversary SWPA Breakfast and General Membership Meeting  
  This special breakfast salutes the SWPA Past Presidents, honors the 20th Anniversary Scholarship and Leadership Award Winners and introduces the 2004-2005 Leadership Team. The featured speaker offers unique perspectives on SWPA’s contributions to public administration and a few surprises, too.
- During the Conference, come by the SWPA Booth in the ASPA Exhibition Hall with special book signings, drawings, giveaways, membership information and much, much more!!!!

For more information:  
Myrna Mandell  
myrna.mandell@csun.edu
**Member Creates GovLeaders.org for Public Managers**

What is GovLeaders.org and how long has it existed? GovLeaders.org is a clearinghouse of free leadership development materials for public sector managers who are interested in cultivating their leadership skills. I first created the site in the Fall of 2002 and have been steadily building up the content since that time. The site includes many carefully chosen full-text articles about leadership and management in government, tools and tips for public managers, book recommendations, leadership quotes, information about leadership training that is available to government managers and a nascent discussion forum.

What is the purpose/mission of the site? The site is designed to help public managers become better leaders, but the underlying goal is really to help make government more effective. Many observers have argued that the way to improve government is to run it like a business. They propose all kinds of structural reforms that will make the government more like the private sector. While such efforts may be well meaning, they never seem to have the intended effect.

I won’t go into all the reasons why a government agency can’t be run just like a business, but in my view, that whole debate overlooks a key point: the public sector enjoys a huge potential advantage over the private sector in that a sizeable percentage of government employees were drawn to public service out of a desire to make a difference. Many public servants very much want to put all their energy and creativity into pursuing a worthy goal. All too often, however, their enthusiasm has been squelched along the way by supervisors who focus on their inbox instead of their employees, who fail to provide their staff a sense of mission, or have become too cynical to believe that they can really accomplish much.

According to the Gallup Organization’s extensive research on employee engagement, 29 percent of government employees are “actively disengaged” (i.e. “acting out their unhappiness at work”) compared to 16 percent in the private sector. Interestingly, Gallup’s research shows that employee engagement is not driven by extrinsic motivators like pay and bonuses (as many government managers have always assumed). Instead, Gallup has found that it is the actions and management style of an employee’s direct supervisor that determines the employee’s level of commitment.

I have seen a number of signs that things are moving in the right direction. In the past few years, most agencies have recognized the importance of the “soft” skills so crucial to good leadership. Many agencies now have excellent leadership training courses and leadership development programs. With GovLeaders.org, I am trying to supplement those programs by building a resource to which managers can turn when they are trying to find insights that will help them work through a given problem.

Don Jacobson created Govleaders.org to help public managers become better leaders. One of my goals is to help convince public managers that they can make a difference— a huge difference. I have been trying to find inspiring stories of public sector leaders and managers who have used effective leadership to help their organizations accomplish amazing things. Two great examples are Gen. Bill Creech’s...
NPSA Winners Reflect the Best in Public Management

From NPSA WINNERS, pg. 15

Oak Park now annually receives the Distinguished Budget Presentation Award, a Certificate of Excellence for Investment Policy, and a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association. The city’s bond rating has also been upgraded.

In each of the five cities in which Fitzpatrick worked as city manager, he has served on community boards, chambers of commerce, or boards of trade. He has received several national awards from the International City/County Management Association, and has been an example of personal and professional excellence for all who have worked with and for him.

Kay Goodwin, cabinet secretary of Education and the Arts for the State of West Virginia, has guided the state to a position of national leadership as it implemented the “No Child Left Behind” law while continually advocating for adequate federal funding to pay for it. In the two years since the inception of the PROMISE Scholarship Program, Goodwin has chaired its Board and guided its implementation. The program has provided merit-based aid to more than 6,300 West Virginia students to keep many of the best students in state for college. Since 2002, the proportion of West Virginia students enrolling in out-of-state colleges and universities has dropped from 11.6 percent to 10 percent.

At the same time, need-based aid has increased by $5.5 million. The Southern Governors Association has recognized the state’s balanced approach between merit-based and need-based student financial aid as a national model, and in the nomination, Chancellor J. Michael Mullen noted that Goodwin has played an essential role in striking this balance to serve all of the students in West Virginia.

In the early 1990s, West Virginia trailed much of the nation in terms of financial support for public higher education. During her eight years on the University of West Virginia System Board of Trustees, which she chaired for two years, Goodwin presided over a record expansion of academic and library facilities and an era of academic partnerships among institutions of higher education across the state. By the end of the 1990s, West Virginia recognized the importance of investing in higher education and state appropriations were on par with regional and national averages.

As an advocate for the arts in the state, Goodwin founded the Governor’s Mansion Arts and Letters Series and served as chair of the West Virginia Commission on the Arts. She helped develop the Governor’s School for the Arts, a three-week summer residential enrichment experience for rising high school juniors that has served more than 700 students through intensive instruction.

Goodwin has received the Distinguished West Virginian Award, and Governor Bob Wise endorsed her nomination by saying, “It is rare to be able to say with conviction that an entire state is a better place because of the efforts of a single person. Kay Goodwin is that rare person.”

Donna Gambrell, deputy director of Compliance and Consumer Protection for the Federal Deposit Insurance Corporation (FDIC), leads the FDIC’s most ambitious financial education program, Money Smart, which helps low- and moderate-income adults to enhance their money management skills. Many of these individuals turn to costly alternatives such as payday lenders; since the program’s 2001 inception, it has reached 100,000 consumers and helped establish 13,000 banking relationships.

Under Gambrell’s leadership, FDIC designed a free curriculum in multiple media and languages. The 10 instructor-led modules cover such topics as banking, home ownership, saving, and borrowing. To deliver the programs, Ms. Gambrell and staff have established a grass-roots delivery system that includes more than 350 partnerships with financial institutions, national organizations, and government agencies. Over time, there will be more low- and moderate-income families that can establish a credit record, own homes, and build equity. Nominator Michael Zamorski notes that her efforts have helped FDIC provide financial literacy skills to many outside the American financial mainstream.

The FDIC chairman appointed Gambrell to lead the corporation’s public outreach effort to prepare for Y2K and thus provide the information the public needed to be assured that the banking system would be safe. In the late 1980s, while with the Resolution Trust Corporation (RTC), Gambrell assisted with savings and loan closings as a public confidence specialist who worked with depositors whose banks had failed or were being acquired by other financial institutions. These, and many other efforts, have reflected her creativity in working with the media, banking and trade associations, and individual consumers to build awareness and relay important financial information.

Howard H. Hendrick, director of the Oklahoma Department of Human Services and cabinet secretary for Human Services, has championed the well being of the state’s children. He led efforts to expedite the adoption of children in the child welfare system by reorganizing the adoption process and increasing the resources allocated to adoption.

Since he became director, Oklahoma has received $2.5 million in federal adoption incentive payments and the “Swift Adoption Program” has placed 5,784 children in trial adoptive homes– more than were placed in the previous 15 years combined. In federal fiscal year 2003, Oklahoma finalized more than 1,100 adoptions, the largest number ever. During the same five-year period, the average length of stay for children remaining in foster care has been reduced from more than 17 months to less than 24 months.

Hendrick also led efforts to expand opportunities for disabled children to move from a waiting list for services to the receipt of services in community settings. He was also a prime architect in the design and leads the “Reach for the Stars” program, Oklahoma’s initiative to transform the state’s child care system. Oklahoma was the first state in the nation to create a comprehensive quality-based tiered reimbursement system for child care that also provides the technical and fiscal resources child care providers need to improve their performance and thereby qualify to receive higher reimbursement rates. This initiative has transformed Oklahoma’s child care system. Nominators Steve House and Brett Sharp, current and past ASPA Oklahoma chapter presidents, believe Hendrick is at the forefront of changing the way government works in a positive way.

Among his many roles as a state senator for 12 years, Hendrick authored the Literacy Improvement Act and served for 10 years on the Interagency Coordinating Council for Early Childhood Intervention. Oklahoma Governor Brad Henry cites Hendrick’s ability to be fair and even-handed as one of the reasons he, as a Democrat, reappointed Hendrick, a Republican, as Cabinet Secretary.

Winners of the 2003 Keeper of the Flame Award

Philip J. Rutledge has worked tirelessly, in “retirement,” to promote, integrate, and operationalize the concept of “social equity” as a partner and working module (alongside the standards of excellence in efficiency and economy) for public administration practitioners.

Rutledge led the formation of and has chaired since its inception in 2000 the National Academy of Public Administration’s Standing Panel on Social Equity in Governance, which has garnered the involvement of more than 100 of NAPA’s Fellows. He has organized three multi-sponsored annual leadership conferences on social equity (Indianapolis in 2001, Dallas in 2002, and Cincinnati in 2003), and has brought to them as partners the public management leaders of organizations such as ASPA, NAPA, the International City/County Management Association (ICMA), COMPA, the National League of Cities, and NASPAA to define goals, create models, and stimulate joint efforts.

To broaden social equity beyond study within the Academy, Rutledge worked with the U.S. Environmental Protection Agency (EPA) to develop environmental justice projects to define and bring fairness to the world of “permitting programs” for waste disposal and pollution control facilities on behalf of high-risk, disadvantaged communities. Three reports–addressing federal, state, and local issues–have resulted from these efforts.

Rutledge’s post-retirement contributions to ASPA efforts have included serving as Selection Committee chair for the first and second Gloria Hobson Nordin Social Equity Award, reviving the Indiana chapter of ASPA, serving on ASPA’s strategic planning committee as it selected social equity as a number one professional priority, and delivering the 2002 Donald C. Stone Lecture on the profession’s “Unfinished Business” in social equity at ASPA’s national conference.
Chapter/Section News

NoVA Chapter Announces Brady K. Howell Public Service Scholarship Essay Contest Winner

Fairfax, VA—In honor of Brady K. Howell, a public administrator who perished in the September 11, 2001 attack on the Pentagon, the Northern Virginia (NOVA) Chapter of ASPA has established a program to annually award a scholarship to a public administration or other public sector professional pursuing a degree in a related subject. To be eligible, candidates must be members of the Chapter and enrolled in an undergraduate or graduate program associated with public sector or policy studies. For the current fiscal year, the chapter has approved an award of $750. Amy Bauer, an MPA student at George Mason University, was this year’s winner. Congratulations, Amy! Following is her essay reflecting on “Does recall serve a useful purpose in the democratic election process?”

The Role of Recall Elections and the American Republic

Amy Bauer

In the early days of the American Republic, many of the Founding Fathers, notably James Madison through *The Federalist Papers* and George Washington in his farewell address, warned of the dangers of partisan politics and factionalism. The spectacle of the recent California recall election throws the fears of the Founding Fathers into sharp focus. In the spring of 2003, Republican organizers gathered enough signatures to force a recall election of Gray Davis, the Democratic governor of California. The ensuing media and political circus transfixed the nation and paralyzed the California state government.

With a passionate commitment to freedom of speech, unhindered travel within the nation’s borders, and the ability of its citizenry to move through social strata without constraint, the United States takes pride in its status as the world’s largest democracy. However, the government of the United States is not a democracy and was not designed as one. James Madison remarked on the dangers of democracies in *The Federalist Papers*: “democracies have ever been spectacles of turbulence and contention; have ever been found incompatible with personal security or the rights of property, and have in general been as short in their lives, as they have been violent in their deaths.”

To correct for those dangers, Madison and the other Founding Fathers designed a Republican government for the newly formed United States based on federalism. With the federal and state governments each having specific powers guaranteed by the Constitution and the series of checks and balances incorporated in the Constitution to act as restraints against possible tyranny by the judicial, legislative, or executive branches of the federal government, the Founding Fathers specifically attempted to guard against the dangers of majority tyranny over the minority and the threat of the mob mentalit y that could arise from unchecked democracy. One of the safeguards that was designed into the American government as protection against mob rule was a specified term in office for elected officials. Recall elections are a dangerous threat to the stability of the political system created by the Founding Fathers over 200 years ago.

Democracy is the rule of majority will, but Republicanism is not. The citizens of representative republics elect leaders to make decisions in their name. Representatives must often choose between voting for what they think a majority of their constituents would like or what the leaders themselves believe is best for their constituents. Theoretically, representatives of the people are able to maintain a more detached, neutral view of political issues than the people themselves. Consequently, elected representatives are able to design programs and policies that promote the greatest good. But sometimes these programs or policies are designed to protect minorities and are not popular with the majority will. The ability to recall legislators or executives when popular passions are aroused is one of the very problems that the Founders wished to avoid.

ASPA/NAPA Give Keeper of the Flame Award in Portland

From NSPA WINNERS, pg. 21

At Indiana University’s School of Public and Environmental Affairs, Rutledge recently helped the new university-wide dean ease a transition in campus leadership. Faculty there say he has nurtured upcoming, younger faculty, instilled a sense of collegiality across faculty, staff and students and built vital linkages to the community.

Co-nominator Dan Skoler noted Rutledge has “given definition to the ‘keeper of the flame’ concept through his untrammled efforts to advance the scope, horizons, and quality of our professional vision and performance in institutionalizing social equity as a major lodestar of public management.”

John G. Stone, III has made his greatest post-retirement mark as one of the founders of and continuing contributors to the Public Service Academy (PSA) at Anacostia High School. As co-chair of the PSA’s Steering Committee, John has worked with the teachers, students, and administrators of the school for 14 years. He has also coordinated volunteers, served as the liaison to funding organizations, and negotiated with the DC School System—all of this to ensure that the Academy fulfilled its principal purpose, to support students to stay in high school and graduate. Stone would be the first to say that it is the teachers who make the difference in teaching and mentoring the students, and the teachers would say that during turbulent times in the DC School System (and there have been many) it is Stone’s unhesitating support of the program to the superintendent and other that has kept the program thriving.

Stone provides leadership for the strong support needed for the student mentoring program with federal agencies and annually recruits a federal employee (under the Intergovernmental Personnel Act) to serve as on-site “manager” for the PSA. He continues to work with ASPA’s National Capital Area Chapter to raise funds for the PSA’s activities and writes grants to other organizations to garner support for specific PSA programs. Nominator Elaine Orr said that Stone almost defines the concept of leveraging resources, and is one of those rare people who continues to give his time, over time, to activities that are challenging or difficult.

When he retired from the public service in 1991, his friends collected money and established the John G. Stone, III Scholarship Fund for PSA graduates. Stone committed to awarding $1,000 scholarships to two students per year, for up to four years of their college education. He formalized the organization as a (501)(c)(3) nonprofit and leads the fundraising drive. To date, the Fund has awarded $70,000 to PSA graduates. While there are still many contributors, without Stone working with others (such as a local sorority), there would not be funds to meet the students’ expectations.

ASPA TIMES wants your stories.

To submit chapter or section best practices, awards dinner briefs, best leaders or any other idea, contact aspatimes@aspanet.org or call (202) 585-4313.
Chapter/Section News

ASPA’s Evergreen Chapter Hosts Women’s Forum

Mary E. Van Verst

A forum, “Today’s Women! Balancing Personal, Community and Work,” was sponsored by ASPA’s Evergreen Chapter of ASPA and the Graduate Program in Public Administration at the Evergreen State College. The evening conference was co-sponsored by ASPA's Section for Women in Public Administration (SWPA), the WA State Employees Credit Union, the YMCA of Olympia, and the WA Certified Public Manager Program at the South Puget Sound Community College.

More than 60 participants attended an exciting evening of workshops, dinner, and discussions— for and about working women striving to define, find, or create balance in lives that are challenged by major demographic and social changes affecting a “life-balance” quest.

A keynote speech during dinner was delivered by Ann Daley, the Vice President of Finance and Administration at the Evergreen State College, whose career includes twenty-two years of experience in state government. Daley began by saying that her “entire professional life could be a case study in the attempt to achieve that elusive thing called ‘balance’.” She shared a compelling personal story of triumph and heartache, followed by a description of her own “lessons learned” and suggestions. Concurrent sessions, led by local and regional leaders in public administration, addressed the topics of, “Working in Community,” “Balancing Work, Family & Politics,” “Balancing the Finances,” and “Leadership in Public Administration.”

Participants offered positive comments about the keynote speaker and the various breakout sessions, often mentioning the energy and ideas exchanged by the women in the groups. When asked if they would either participate in a similar forum in the future and/or encourage others to participate, without hesitation, they gave a resounding positive response. The Evergreen Chapter salutes the presenters and the organizers of the forum, and the co-sponsors who helped to make this a successful professional development event for members of ASPA and the greater community.

ASPA member Mary E. Van Verst is program development and evaluation coordinator at The Washington Commission for National and Community Service and president of ASPA’s Evergreen Chapter. E-mail: Mary.VanVerst@ofm.wa.gov

NoVa Chapter Awards Scholarship

From SCHOLARSHIP, pg. 22

California is facing a fiscal crisis of monumental proportions. Dissatisfaction with the fiscal crisis and the policy solutions that Governor Gray Davis chose to increase revenue in an attempt to address some of the more drastic shortfalls in the California budget were the impetus for the electorate approving the recall. Sensing the dissatisfaction of the electorate and seizing a moment analogous to John Kingdon’s policy window, the Republicans organized the recall petition, and the recall drive quickly became a contest between Democratic and Republican proponents.

The Founding Fathers, but especially Madison, warned of the dangers of factionalism and partisan politics. The ever-pragmatic Madison, however, believed that the best defense against factionalism was governmental structure, not reliance on the goodness of human nature. As his famous quotation “If men were angels, no government would be necessary” implies, the purpose of government is to provide a stable arena for conflicting passions to be adjudicated and for compromise to occur in an atmosphere of neutrality and legitimacy.

Recall elections do not serve a useful purpose in the democratic election process. In fact, such recalls are a destabilizing influence in American government and should be avoided. In The Federalist Papers, Alexander Hamilton observes that “There are some who would be inclined to regard the servile pliancy of the executive to a prevailing current, either in the community or in the legislature, as its best recommendation. But such men entertain very crude notions, as well of the purposes for which government was instituted, as of the true means by which the public happiness may be promoted.”

The Founding Fathers carefully designed a system that would allow for the removal of bad leaders and those who advocated unpopular policies: a series of regularly held elections. Such elections allow elected representatives to advocate for unpopular programs that may be necessary for the public good and to be subject to popular removal if the popular will feels misrepresented. Recall elections simply remove the time safeguards that the representative has when unpopular measures are needed.

The faith of the American people in the abilities of politicians has deteriorated over the last few decades. Political experience has become a perceived detriment, and many politicians run for office by deriding their own skills. One can only imagine the absurdity of a job seeker in another profession acting in that manner.

The image of the Founding Fathers as itinerant politicians neglects the whole picture presented by their intense study of political history and philosophy. As Madison states, “No man can be a competent legislator who does not add to an upright intention and a sound judgment, a certain degree of knowledge on the subjects on which he is to legislate.” The phenomena of recall elections seem to be symptomatic of a larger problem within the American political system: the contempt of the American public for the skills necessary to be a successful politician, as well as the reality that solutions to difficult problems do not occur easily.

This article was reprinted with permission from the January issue of the NOVAC News. For more information contact Chapter President Karen L. Bune. E-mail: Kbune@gmu.edu

ASPA’s Evergreen Chapter Hosts Women’s Forum

Keynote Speaker Ann Daley, vice-president of Finance and Administration at The Evergreen State College, Olympia, WA.
The *PA TIMES* requests that articles be between 800-1200 words and written in reporter’s format (most important information first, etc.) for ease of cutting or adding text if necessary. Deadlines for each of the 12 issues are listed below. Recruitment advertising questions may be directed to Eric Townsend, communications associate, etownsend@aspanet.org. Press releases, announcements, article inquiries and display advertising questions may be directed to:

Christine Jewett McCrehin, Communications Director  
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GovLeaders.org is Clearinghouse of Leadership Development Materials

From GOVLEADERS.ORG, pg. 20

turnaround of the US Air Force’s Tactical Air Command in the late 1970s and early 1980s and Navy Commander Michael Abrashoff’s great work with the crew of the U.S.S. Benfold.

John Wooden, the legendary UCLA basketball coach, once said “Don’t let what you cannot do interfere with what you can do.” This is great advice for public sector managers. While the work of public management may be fraught with difficulty, obstacles and frustration, it is amazing what can be accomplished when all employees in a work unit believe they can make a difference and are putting all of their energy and creativity into their work. It is not terribly difficult to give government employees clear goals and a sense of mission, provide them some control over how their work is done and find creative ways to celebrate success. And doing those things can have a huge impact on employee commitment.

Who should know about this site and why? Any public sector managers or supervisor who is interested in improving the performance and/or morale of their staff is likely to find something useful at GovLeaders.org. Officials who are responsible for designing their agency’s leadership development programs may also find the site useful for benchmarking purposes. In the Training section of the site I have put together a list of links to wide variety of leadership development programs that have been put together for employees at the federal, state and local levels. This makes it very easy to find out how other agencies or entities are approaching leadership development.

What should they know about the site? The main thing they should know is that I am entirely motivated out of a desire to do something useful. The site is totally free and I have no intention of making any profit from the site’s visitors. For example, all my book recommendations link to Amazon.com to make it easy for my readers to buy the books or read more detailed reviews. However, I made a deliberate decision not to accept the sales commissions available through the Amazon Associates program, as I didn’t want to be tempted to recommend a large number of popular (but not terribly insightful) books just to earn some commissions.

The articles included and the books recommended on GovLeaders.org represent a very small percentage of the books and articles I have read while looking for material for the site. The materials I have posted or recommended represent the very best of what I have found. I try to add several new articles and/or book recommendations each month and have recently started sending out site updates to those who have subscribed to the site’s mailing list.

Finally, I would like people to know that I am open to suggestions regarding how to make the site more useful, as well as recommendations for articles or books to include. I am primarily looking for inspirational stories of public sector leaders whose work units accomplished amazing things, as well as articles with actionable tips or strategies for managers. I am just one guy and am not likely to find every great book or article for public managers that is out there (try as I might!).

What is your role in relation to this web site? What were you doing prior to the site’s existence? Now? I founded GovLeaders.org in late 2002, shortly after returning to Washington from my assignment as Chief of the Consular Section at the American Consulate General Guadalajara. I have been a Foreign Service Officer since 1992 and am currently serving as Career Development Officer for about 250 mid-level consular officers (many of whom are first-time supervisors). I went into this assignment with the intention of encouraging my clients to cultivate their leadership and management skills.

I have been responsible for all aspects of developing GovLeaders.org since day one, including designing the site, finding articles to which I could link, writing content, promoting the site (e.g. asking other sites to link to mine) and seeking permission to use articles not already available online. It could easily be a full-time job, but I mostly work on it while my family is asleep.

How did you come up with the idea for this site? Why is it needed? It was a variety of factors, really. I first became a student of leadership while facing some significant leadership and management challenges as a consular manager overseas. I was constantly looking for articles and books that would give me some insights that would help me deal with those challenges. Over time—and with a lot of digging—I found a number of excellent articles on the Internet. Because of the effort it took to find them, I found myself wishing that there was an online resource that would make it easy to find good articles about successful public sector managers.

Then, as I was starting my assignment as a Career Development Officer, I was sent to a web design course at the Foreign Service Institute because one of my ancillary duties was to be the maintenance of our office’s intranet web page. Upon completing the course I found myself wanting to create a web site. My plans to encourage my clients to focus on their leadership skills, my frustration over how hard it is to find really relevant articles about public sector leadership and management and my new enthusiasm for web design came all together to make the proverbial light bulb go on.

In the earliest stage of development, I thought about making the site fairly specific to the Department of State—basically a tool to supplement the mandatory leadership training that has been put in place under Secretary Powell. I quickly realized, however, that the kinds of materials I was pulling together could be useful to managers throughout the government. That’s when I started taking a more expansive approach to the site’s mission.

Once you had the idea, how did you make it happen? After developing the basic concept for the site, I tried to come up with an easy-to-remember domain name that was not already taken. I finally settled, of course, on GovLeaders.org. I then bought the domain name, found a good web host, started designing the site’s look and developed the initial content.

Once I had completed a bare-bones version of the site, I sought input from a number of friends and former colleagues. They gave me some great suggestions that helped me make the site more professional and user-friendly. Once I was ready to launch, I had to request permission to “publish” it from the Department’s Bureau of Public Affairs. Getting the permission was actually fairly simple since the site does not deal with foreign policy.

In the early stages of the site’s development, most of the resources in the Articles section consisted of links to great articles on other internet sites. I am continuing to search for online articles, but in recent months I have been able to get permission to post a number of articles that have been published in books or journals that are not otherwise available online. For example, the Center for Creative Leadership allowed me to post a great article on how leaders develop entitled “Twenty-Two Ways to Develop Leadership in Staff Managers.” I am about to post “Notes from the Reflective Practitioner of Innovation,” a superb article by Ellen Schall that was published in Innovation in American Government (Brookings Institution Press, 1996), which Brookings has agreed to let me use. I am also getting ready to post a great article about innovation which Bob Behn published in a 1995 issue of State and Local Government Review.

How can folks reach you for more information? They can write to me at donjacobson@govleaders.org or through the feedback form at www.govleaders.org/feedback.htm.

Is there any final thing you’d like to add? Sure. As part of an article I did recently, I posted some free award certificate templates that people can download, fill out and print using Adobe Acrobat Reader (they are PDF forms). I had very good success using awards just like those during my last overseas assignment.

I am also getting ready to post a leadership quotes screenshot, using a number of the quotes I have posted on my site. People will be able to download it for free.

Christine McCrehin is ASPA’s communications director and editor of PA TIMES.

E-Mail: cjwtett@aspanet.org

Contact Christine McCrehin • cjwtett@aspanet.org
The successful candidate will contribute to the development of interdisciplinary instruction and research applications of GIS. They will have the opportunity to develop and link with a range of community-based research projects and contribute to professional development instruction that the School’s faculty offers to practitioners. In addition, the candidate will be expected to contribute to the development and analysis of community analysis, such as demographics. The successful candidate will also be expected to contribute to the development of interdisciplinary research and instruction in GIS/Community Analysis, and spatial analysis to urban issues, such as community development, public safety, health care, community planning, and emergency management. The appointee will be expected to develop a strong research program that complements research interests in the School and to advise graduate students. Teaching responsibilities will include graduate and undergraduate courses in GIS applications and related areas of study, including environmental science, urban studies, and public administration.

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March 2004

3-7  Conference of Minority Public Administrators (COMPA) 2004 Annual Conference
   Location: Adams Mark, Tulsa, OK

10-13 Community Indicators Conference
   City: Reno, NV

10-14 57th International Atlantic Economic Society (IAES) Conference
   Prof. M. Peter van der Hoek organizes sessions on public administration and public finance. Submission fee will be waived for papers presented in an organized session.
   City: Lisbon, Portugal

27-30 ASPA'S 65TH NATIONAL CONFERENCE
   Theme: Transforming Governance in a World Without Boundaries
   City: Portland, OR

April 2004

15-18 2004 Midwest Political Science Association National Conference
   City: Chicago, IL

May 2004

10-11 National Capital Area Chapter Annual Conference
   Theme: "Partnering for Change"
   Location: George Washington University, Washington, DC

24-25 2nd Sino-US International Conference for Public Administration
   Theme: "The Challenges and the Opportunities for Public Administration in a Rapidly Changing World"
   Location: Renmin University, Beijing, P.R. China
   Contact: Marc Holzer at mholzer@pipeline.com

June 2004

1-4 Information Technology in Governance: A Colloquium and Consultation on E-Governance with the Ghana Public Services Commission [co-sponsored by ASPA]
   City: Accra, Ghana
   Contact: Phil Rutledge at rutledge@indiana.edu

For more information, click the quick link to 'Calendar of Events' at the ASPA home page www.aspanet.org