
Washington, DC—The federal government is hiring, and if your background is in security or law enforcement, you’re at the top of Uncle Sam’s wish list.

These are the findings of a new study released by the Partnership for Public Service and the National Academy of Public Administration and made possible by a grant from The New York Times Job Market. Security is the field in which the federal government will be making the biggest hiring push in the next two years, according to the study. In that time frame, the government expects to fill 37,515 security and enforcement-related positions, from criminal investigators to police officers to airport screeners.

Next on the government’s “most wanted” list are jobs in:
- Public Health (physicians, nurses, pharmacists, medical technicians)–25,756 new hires expected in the next two years
- Engineering/Sciences (physicists, chemists, biologists, botanists, veterinarians)–23,800 new hires expected
- Program Management/Administrative Jobs (public affairs specialists, human resources specialists, Congressional affairs officers)–17,353 new hires expected
- Accounting/Budget/Business (IRS revenue agents and tax examiners, contract managers)–12,985 new hires expected

The new report, “Where the Jobs Are: The Continuing Growth of Federal Job Opportunities,” is the most comprehensive guide to date for job seekers interested in federal service; listing the professional fields and the number of positions likely to be filled at 24 major agencies representing 95 percent of the federal government.

“The federal government is in triple jeopardy,” said Max Stier, president and CEO of the Partnership for Public Service. “It’s struggling to respond to the talent demands of the 21st century, baby boomers are retiring in record numbers and the pipeline of available talent to replace them has run dry. Our study sets a course for change by giving government leaders a better understanding of the environment in which the public sector will have to compete in the war for talent.”

“This report doesn’t only serve job seekers;
Report Lists Jobs Federal Government Needs to Fill

From FEDERAL JOBS, pg. 1

it will also prove useful to the federal agencies doing the hiring,” said Andy Wright, group director of The New York Times: Job Market. “It reveals how the public sector will be forced to compete with the private sector for many of the same highly skilled workers in the years to come. Those workers with expertise in the biological sciences, physical sciences, engineering and nursing will find themselves in particularly high demand.”

“One reason that government has struggled to attract new talent has been its failure to look at the whole picture when assessing talent needs and only doing hiring on an ad hoc basis,” said C. Mosher Keigorn, president of the National Academy of Public Administration. “This government-wide assessment is a critically needed resource to help federal managers identify ways to woo the highly skilled, knowledge workers they need and to let job seekers with these skills know that there are outstanding opportunities for them in public service.”

Recommendations outlined by the Partnership and the Academy include requiring federal agencies to develop recruitment plans that can help them utilize existing hiring and pay flexibilities to attract talent; publishing an annual summary of projected federal hiring needs rather than relying on “just-in-time” job announcements; and, with Congress’ help, providing funds to federal agencies and the U.S. Office of Personnel Management, the federal government’s central human resources agency, to develop state-of-the-art recruitment materials to improve the image of federal government service.

To download a copy of the report visit the Academy at www.ourpublicservice.org, or the Partnership at www.ourpublicservice.org.

Report Highlights Differences in Financial Management of States

From GRADING STATES, pg. 1

According to GPP Director Susan Tompkins, the quality of management performance by state governments is often critical to the success of a state’s programs and policies. “The last few years have seen the biggest financial crisis for state governments in 50 years,” said Tompkins. “The way a state has reacted to this crisis managerially has had a big impact on citizens and will for years to come.”

The project, the result of more than a year of research by a team of academics and journalists, found that states are trying to balance their books with a range of spending cuts, efficiency measures, borrowing and revenue-boosting strategies, but are still faced with structural deficits. Despite the financial constraints, there are many positive initiatives in state government, the report said. It highlighted Virginia’s excellent financial management, Georgia’s strategies for managing people in the approaching long-term planning mechanism that would avoid the problem if it had a formal long-term planning mechanism that would recognize when revenues are not likely to recur, the report said.

The most serious challenge states face in managing people is the approaching long-term planning mechanism that would avoid the problem if it had a formal long-term planning mechanism that would recognize when revenues are not likely to recur, the report said.

The GPP found that states vary widely in their approach to long-term financial planning. Virginia decided in 2002 that having six-year budget forecasts was so important that the state mandated doing so. But Massachusetts has a $3 billion structural budget gap because it cut taxes in reaction to an unsustainable spike in revenue during the 1990s. Massachusetts might have been able to avoid the problem if it had a formal long-term planning mechanism that would recognize when revenues are not likely to recur, the report said.

In more than half the states, one in five employees will be retiring over the next five years. In Tennessee, the proportion is 40 percent, and Maine and Nebraska are close to that, researchers found. Some states are taking the problem more seriously than others. In Georgia, which the report said may be the best-managed human-resources operation in the country, agencies’ personnel plans are included with their strategic and budget plans, and reported to state leaders in the budget process.

Staff retention is an issue in states where salaries are low or stagnant, and has been exacerbated by an anti-government ethos in some parts of the country that seeks to belittle the value of the work done by state employees, the report said.

Researchers found that to boost morale, it’s possible to express appreciation of employees even if there’s no money for bonuses. In Michigan, select groups of employees whose recognition is invited to cabinet meetings where members stand in their honor. The GPP’s assessment of infrastructure management also yielded mixed results.

Nebraska has created a six-year plan for all construction and major maintenance projects. But in New Mexico, the governor, the House and the Senate are allowed to spend their non-transporation capital budgets independently of any statewide needs. “Not surprisingly, projects are frequently under-funded and delayed,” the report said.

Overall, the biggest infrastructure challenge is under-funded maintenance, the GPP found. Oklahoma budgeted no money for facilities maintenance last year while California has shifted funds from maintenance to balance its general fund for the last two years. The repeated deferral of...
National Threat–Local Response: Building Local Disaster Capacity with Mutual Aid Agreements

Thomas E. Poulin

To provide an effective response to the consequences of a terrorist attack, it is vital that local governments work collaboratively. Since the first World Trade Center bombing in 1993, this has been a recurring theme in professional and academic literature. Still, many local agencies have not entered into formal agreements, which could lead to an ineffective and inefficient governmental response during a disaster. Local government has an obligation to aggressively pursue collaborative relationships and state governments have a duty to create an environment where such relationships can flourish, if the public is to be protected to the greatest extent possible.

Collaborative relationships may take many forms, with one of the most common being the mutual aid agreement. The mutual aid agreement is a pact between local governments whereby each pledges to assist the other in time of need. The agreement is voluntary, and should clearly identify the roles and responsibilities of both the requesting party and the organization providing assistance. A mutual aid agreement permits local governments to temporarily combine operations, within a narrowly identified geographic and temporal setting. Although mutual aid agreements differ from situation to situation, there are common elements that should be in each document.

First, there should be some consideration given as to what circumstances justify requesting assistance. In some instances, aid may be requested whenever a disaster occurs. When a disaster is so large, or when so many events are occurring simultaneously, that local resources are stretched thin, the agreement is voluntarily, and should clearly identify the roles and responsibilities of both the requesting party and the organization providing assistance. A mutual aid agreement permits local governments to temporarily combine operations, within a narrowly identified geographic and temporal setting.

Second, financial issues must be addressed. Under normal circumstances, when organizations request assistance from one another, a financial liability is incurred. Most government agencies entering into mutual aid agreements do so with the understanding that reciprocal aid will be offered in return. The arrangement is viewed as a benefit to both, essentially enhancing and expanding local response capacity at no additional cost. Viewed as a quid pro quo arrangement, no financial liability would be incurred by requesting assistance. If this is the case, the mutual aid agreement should clearly indicate that parties waive claims to compensation. If limited reimbursement is possible for costs incurred above and beyond normal operating costs, it should be clearly indicated in the agreement. Once again, the specifics of the arrangement must reflect the relationship desired by the agencies entering into the agreement, but they should be established before an incident to eliminate any misunderstandings, which could lead to disputes that weaken the agreement in the future.

Third, many mutual aid agreements include a stipulation that the agency requested to provide assistance may refuse because of exterminating circumstances. This type of clause was intended for those very unusual circumstances when service demand in both localities is very high at the same time. For example, while a police department may need assistance to provide additional law enforcement resources during a civil disturbance, a neighboring police department may need assistance because of a hostage situation in their own jurisdiction. Under such circumstances, it would be unreasonable for them to send any of their scarce resources to another locality. In the post-September 11, 2001, environment, when it is projected that a large-scale terrorist event might simultaneously impact multiple jurisdictions in a metropolitan area, it would be unreasonable to expect a city to send its units into another locality until they were sure that their own citizens were completely protected. Additionally, some local governments may decide that if the national terror alert is raised to orange or red they will not provide any mutual aid, as it would cause a locality to rely on resources that will not be available when called. If the possibility exists that such conflicting needs will exist, contingency plans should be developed.

Fourth, worker’s compensation issues should be addressed. While the ideal basis for collaborative relationships can be viewed as altruistic, they exist in the real world environment. Employees must be paid. If injured, they must be compensated. If killed, their families must be cared for. In times of disaster, there is a higher probability that employees may be injured or killed in the line-of-duty. Consequently, mutual aid agreements should discuss such matters. Typically, the language in mutual aid agreements indicates that the employees of the organizations involved will continue to pay their wages and provide any worker’s compensation benefits, waiving all claims against the party requesting assistance. Clearly stating this in a mutual aid agreement will insure that employee’s rights are protected, while also clearly identifying the responsibilities of the organizations involved. Clarifying this issue prior to an event should ensure there is no misunderstanding between the agencies at a later date.

Fifth, the framers of mutual aid agreements should ensure all the legal requirements for such agreements are verified and cited. While in some situations mutual aid agreements between agencies may be entered into through an agreement between the agencies’ directors, in some instances state or local law may stipulate that only the governing body of a locality may enter into a mutual aid agreement. While the approval of a city council may be pro forma once a department head has reviewed a document, it is necessary to provide the legal foundation for the implementation. The legal implications of a mutual aid agreement can greatly affect the ability of local authorities to act in a lawful and ethical manner.

Legally, government authorities at the local level are vested with powers commensurate to the needs of their day-to-day roles. The basis for formal authority, especially in the case of public safety officials, is grounded in state and local law. Typically, they are empowered only when acting in accordance with the requirements of their position. They are empowered only when they have a duty-to-act. As local responders typically have no duty-to-act in other localities, they may effectively have no authorities or legal protections beyond that of the average citizen. While this may have little implication for public works employees clearing debris from a public street, it can become a problem for law enforcement agencies and fire departments. In the course of their duties they are often exempted from traffic laws, may have the authority to arrest, and may be permitted to force entry into property without a warrant. If they engage in such activities in a locality where they have no duty-to-act, there is the potential for opening themselves and their employers to a host of legal problems, including possible criminal charges and civil suits. Additionally, employees injured or killed during the performance of tasks where they have no duty-to-act may not be covered by workers’ compensation. If a properly executed mutual aid agreement provides a duty-to-act in another locality, and, consequently, it should ameliorate legal problems in the future.

Unfortunately, many public managers are not familiar with the legal requirements of mutual aid agreements. It is not uncommon to find agreements signed by the heads of agencies that are legally invalid. Legislatures and courts for mutual aid agreements to include non-governmental organizations, which may unintentionally extend the coverage of sovereign immunity to private groups working in conjunction with local government, but working outside the direct control of local officials. In such circumstances, local government may be legally liable for the actions of the non-governmental organization. Like any governmental agreement, mutual aid agreements must meet the requirements of the law. While concurrently not creating a relationship in which a locality incurs a heavy fiscal burden, opens itself to legal liability, or reduces it’s own emergency response capacity to unreasonable levels. It is vital that public managers work closely with their legal advisors in crafting an effective and appropriate mutual aid agreement.

The threat of WMD includes the possibility of mass casualties, collapsed buildings, the release of toxic substances, and the host of other challenges to be faced after any catastrophe. No local government can be expected to unilaterally prepare for a disaster, including a terrorist. Until state and federal assistance can arrive, local governments must fend for themselves. The most cost-effective and practical means of expanding and enhancing local emergency response capacity is to work collaboratively with other local governments, shun events go awry, and, consequently, it should ameliorate legal problems in the future.

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

Case Studies in Emergency Management

There is still space available for advertising and articles. Deadline for both is March 21, 2005.
Resources for Acquiring the Skills Needed for New State and Local Roles in Homeland Security

Paula D. Gordon

What do you do if you are assigned new responsibilities in the area of homeland security and you lack the background needed to carry out your new responsibilities? One approach is to take advantage of available education and training materials, programs, workshops and conferences, or courses of study, whether short- or long-term. Following such an approach can be of considerable help as you attempt to acquire the knowledge, understanding, and skills that you will need to be effective in carrying out your new responsibilities. Much in the way of assistance is immediately accessible to you online and much of that is available at no cost.

Following is a rudimentary roadmap for those trying to develop the needed capabilities and skills as quickly as possible.

There are new courses offered online for free by the Federal Emergency Management Agency (FEMA), now part of the U.S. Department of Homeland Security. Indeed, FEMA has already launched courses designed for those who need to understand the intricacies involved in implementing the National Response Plan at the state and local levels. This course was designed for “DHS and other Federal department/agency staff responsible for implementing the National Response Plan as well as state, local and private sector emergency management professionals. See http://training.fema.gov/emisweb/is/i2800.asp.

There are archived transcripts of programs on a myriad of topics bearing on homeland security and emergency management that can be of help. The Emergency Information Infrastructure Partnership (EIIP) Forum at http://www.enforum.org/welcome.htm provides such an archive. The National Academy of Sciences provides summaries of its disaster roundtables at http://dels.nas.edu/dr/.

For more concentrated and intensive study, one can turn to numerous new and growing degree and certificate programs that address a full spectrum of homeland security-related concerns. Some examples, in addition to FEMA, include degree and certificate programs offered by the Naval Postgraduate School at Monterey, California; Texas A & M University; the University of Denver, Jacksonville State University of Alabama; the National Defense University; and the National Graduate School. Information concerning the currently available offerings of these and other schools and universities, can be found at a variety of websites. In some instances, homeland security syllabi and course materials can be accessed without cost online. See FEMA’s Higher Ed website at http://training.fema.gov/EMISWeb/edu/, a website that includes an abundance of material on both emergency management and homeland security courses of study.

Ohio State University has launched the National Academic Consortium for Homeland Security. NACHIS makes available online valuable information concerning colleges and universities that currently have or are in the process of developing homeland security curricula. See www.osu.edu/homelandsecurity/NACHIS.

The website of the more recently formed consortium known as the Homeland Security and Defense Education Consortium (HSDEC) at http://www.hsdec.org also serves as a valuable source of information for anyone who is trying to identify what is going on nationwide in higher education. HSDEC’s efforts include a particular emphasis on educational programs and curricula focusing on role of the military in homeland security and defense.

What specific course content, information, knowledge, and expertise will be helpful to the public administrator who is getting involved in homeland security efforts for the first time? The website of the Memorial Institute for the Prevention of Terrorism at http://www.mipt.org is a very rich source of material and portals to information. This website includes case studies that capture lessons learned, reports of significant training exercises, as well as listings of upcoming events. Another site that has been set up with complementary purposes in mind is http://gordonhomeland.com.

Those new to homeland security responsibilities will want to acquire knowledge, understanding, and expertise concerning the nature of the wide range of threats and challenges that confront the nation in a post September 11, 2001, world. It is essential that there be a growing understanding regarding the nature and scope of the terrorist threats and challenges that we face. Without such a basic understanding, there may not be sufficient impetus needed to sustain viable homeland security efforts.

There are many training programs already in place that focus on various aspects of the threats and challenges facing us. Many of these have a relatively narrow focus and are geared to training first responders and emergency managers who may or may not have broader roles of responsibilities for homeland security. The READI Institute is an example of a newly established government funded institution that focuses on the training of first responders.

The National Governors Association has established a Center for Best Practices http://www.nga.org/center/security/. The National League of Cities/U.S. Conference of Mayors, National Association of Counties, International City Managers Association and National Conference of State Legislators have all become important sources of information, knowledge and, in some instances, model policies, programs, legislation and best practices bearing on homeland security.


Numerous newsletters available online provide an abundant source of information. Many of these are available free of charge. One outstanding newsletter that can be found at http://www.homelandsecurity.org has a section dedicated to state and local news relating to homeland security concerns. The same website also includes additional references and resources that will be of help to state and local officials.

There are also a growing number of publications that are designed to address the information needs of professionals in the homeland security arena. These include among others: Homeland Security Professional, HS Today, and McGraw Hill’s Homeland Security.

There are numerous associations that can help individuals gain the expertise, experience, and knowledge that they need to perform in roles of responsibility in homeland security. These associations can also facilitate networking and the building of valuable working relationships with those in similar roles of responsibility. These include the National Emergency Management Agency and the International Association of Emergency Managers among many, many others.

The Interagency Operations Security Support Staff (OPSEC) at http://ioss.gov provides free training material on operations security. These OPSEC videos and training materials can be extremely helpful to those new to homeland security.

The various organizations that focus on contingency planning and management and continuity of operations planning and implementation, whether from a government or a private sector perspective, can be equally rich sources of information, materials, and networking contacts. These include training programs and conferences sponsored by Disaster Recovery Institute International (DRII) at www.drii.org and CPM East and West at www.cpm.org and related websites and publications on contingency planning and management and continuity of operations.

Numerous organizations are organizing conferences and providing briefings on many different aspects of homeland security. These include the U.S. Chamber of Commerce, Equity International, E.J. Krause & Associates, E-Gov, AFCEA, Tech-Net, the National Defense Industry Association, the Homeland Security Industries Association and the Eisenhower Symposium on National Security.

There are also governmental task group efforts that can help individuals become quickly linked up with others locally and nationally.

See RESOURCES, pg. 6
An Introduction
by Mary E. Van Vier, president of the Everett Chapter and program development and evaluation coordinator at the Washington Commission for National Service.

The Washington Commission for National and Community Service (WCNCS) has a mission of expanding the ethic of service throughout Washington State by inviting people to contribute their time and talents as strategies for building healthy communities. Since 1994, the WCNCS, led by Governor-appointed Commissioners and a small staff in Olympia, has supported AmeriCorps programs and other service initiatives in areas such as education, the environment, civic engagement and public safety.

In the wake of the September 11, 2001, terrorist attacks, the USA Freedom Corps was launched nationally, to capture the increased awareness and Citizen Corps participation. USAonWatch.org/Neighborhood Watch and Fire Corps. Each of these activities offers a unique volunteer experience.

Citizen Corps Councils have the responsibility as the local organizing group with action items including:

- Creating an action plan to involve the community in prevention, preparedness and response activities and to mobilize the community in a large-scale event.
- Identifying ways that the community’s volunteer resources can help meet the needs of its emergency responders.
- Working with existing neighborhood leaders, or creating a neighborhood leadership structure, to design a systematic approach to educate the public and encourage Citizen Corps participation in their community.
- Spearheading efforts to offer citizens new and existing volunteer opportunities, educational information and training courses to address crime, terrorism, public health issues and natural disaster risks.
- Recognizing all activities that promote prevention, preparedness and response training as a part of Citizen Corps and encouraging new endeavors.
- Organizing special projects and community events to promote Citizen Corps activities and recruiting volunteers to participate.
- Fostering a spirit of mutual support by working with Citizen Corps Councils in neighboring communities and jurisdictions to be able to share resources in times of need.
- Capturing innovative practices and reporting accomplishments to the state coordinator for Citizen Corps.
- Surveying your community to assess increased awareness and Citizen Corps participation.
- Organize meetings with neighborhood groups and trained crime prevention officers to discuss security needs and crime prevention strategies.

Community Emergency Response Training (CERT) Programs have the responsibility to support all emergency responder agencies with action items including:

- Staff a community education booth at community events.
- Identify safety needs and vulnerable individuals in your neighborhood.
- Distribute disaster education material in your neighborhood, in multiple languages if appropriate.
- Assist with writing and distributing a CERT newsletter.
- Help organize drills, activities and supplemental training.
- Participate in a speaker’s bureau to schools and local law enforcement agencies.
- Assist emergency responders with special projects.
- Help with CERT administrative duties by maintaining databases, helping with class registration and assisting with class logistics.
- Organize recognition activities for volunteers.
- Assist with CERT training, assist in evacuation, shelter management, and safety education for volunteers.

Volunteers in Police Service (VIPS) have the responsibility to support local law enforcement agencies with action items including:

- Take police reports
- Make follow-up telephone calls to victims
- Conduct fingerprinting
- Engage in crowd/parking control at special events
- Participate in search and rescue missions
- Participate in mounted patrols in parking lots at high school football games
- Serve subpoenas

Medical Reserve Corps have the responsibility to support public health with action items including:

- Assess and monitor the condition of patients
- Counsel patients
- Perform support and management activities (e.g., facilitate patient transfers, inventory and distribute pharmaceuticals, supplies and food)
- Administer and distribute medication
- In non-emergency situations, local agencies could request volunteers to assist them in performing their routine duties.
- Volunteers could:
- Distribute educational materials about the need for immunizations
- Give immunizations
- Assist with health education
- Provide additional support for community

VIPS have the responsibility to support local fire departments and districts with action items including:

- Offer to help the fire department in its fundraising efforts. Help with bingo, bake sales, or other department fundraising efforts.
- Help the department with its financial matters if you have a business background or special skills in this area.
- Help with correspondence, public outreach and records management.
- Assist the fire department and fire prevention experts with fire prevention education in your neighborhood, place of business, schools and community organizations.

While the news media commonly depicts the traditional first responder as individuals who will respond immediately to a call, what would happen if that system was incapable of handling the volume of requests for help? The common response is “That cannot happen here,” from those not familiar with the operations of our emergency response systems. But ask the people who had to deal with the destruction caused by the hurricanes last fall in Florida, or the recent mud slides in California. It does not take much to overload the calls for emergency response. The situation could quickly become one that will need neighbor helping neighbor in order to survive.

Each household should have an emergency kit that would enable them to survive on their own without receiving emergency assistance. Could you do that today at home and at work? Who would help your neighbors if a sudden earthquake struck your community? Do you have the ability to turn off the natural gas at your house? Citizen Corps activities enable all of us to become more interdependent and become more civically involved in our community. Information on the various Citizen Corps activities can be found at www.citizen-corps.gov. It just might be the way to educate your neighbors on the broader role of public service and the need for all to help build our nation.

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State and Local Roles in Homeland Security

The Broward County Sheriff’s Office: Case Study of a Local First Responder to Homeland Security

Terry J. Lewis

America’s need to critically examine its national, state and local planning and preparation for homeland security was catalyzed by the September 11, 2001, terrorist attack on the World Trade Center and the Pentagon.

This unprecedented event and the after action reports that followed, underscored the urgent need to identify and direct resources toward the prevention, planning and recovery from similar future events. One of the reports produced after Sept. 11 was the McKinsey Report. The report, which was produced on a pro bono basis for the City of New York, had as its primary goal to identify both the effective and ineffective aspects of the responses by the New York City Police Department and the New York City Fire Department. Among its findings was the need for both departments to improve “command, control and communication.” In other words, the foundation for future planning and preparation had to begin with inter-departmental cooperation and coordination. As the facts have become known, it is now clear that the absence of interoperability and the inability for the departments to communicate (on the same line) and a fragmented incident command structure, to some extent, contributed to the unfortunate outcome.

Equally important as the findings enumerated in the Mc Kinsey Report is an additional finding: the necessity for coordination and cooperation within the federal, state and local governmental bodies. Among the many favorable outcomes associated with Sept. 11 is the recognition that, in order for homeland security to meet its many goals, it is essential that intergovernmental relations must be efficient. Public administration, as an academic discipline and governmental function, specifically, inter and intra governmental relations may have entered a new era as a consequence of the Sept. 11 terrorist attacks and the emergence of homeland security as a national priority.

About the Broward Sheriff’s Office

The Broward Sheriff’s Office has the distinction of being among a limited number of full service public service organizations i.e., it provides law enforcement, detention, and fire rescue services. In addition to these first responder services, the Broward Sheriff’s Office is the administrator of the county’s probation, Drug Court, and child protection services. Collectively, these services employ 6,100 hundred full time personnel with an annual budget of $591 million. An additional distinction that the Broward Sheriff’s Office holds is position as the largest fully accredited sheriff’s office in America. Broward County is located in southern Florida, it is among America’s fastest growing urbanized areas. In 1980, for example, Broward County had 682,000 residents. By the year 2000, there were 1.6 million residents. With immigration and migration coupled with a comparatively young population, the population will continue to increase.

Broward County is the home to Port Everglades, the second busiest cruise port in the world. In addition to its cruise ship functions, the port is a major petroleum storage and distribution center and South Florida’s primary bulk cargo depot. Contiguous to the seaport is the county’s international airport. The Broward Sheriff’s Office is responsible for security to both facilities.

The Local Response: Sheriff Ken Jenne

Sheriff Ken Jenne leads the Broward Sheriff’s Office. Since becoming sheriff in 1998, the agency has had an unprecedented era of growth. Currently, the Broward Sheriff’s Office provides law enforcement services for all unincorporated areas, 14 contract cities (the county has 29 cities), the airport, seaport and Broward County Mass Transit. The sheriff’s office also provides police emergency communications services to 22 cities.

Homeland Security Skills in Demand

From RESOURCES, pg. 4

regionally, These groups can be of assistance in connecting individuals to channels of communication and the flow of valuable information. Two of these include InfraGard (Department of Justice/FBI-sponsored) and the Electronic Task Force efforts sponsored by the U.S. Secret Service.

There are numerous online portals of information concerning practically every aspect of homeland security, including references and resources pertinent to those in roles of state or local responsibility for homeland security. There are also selected lists of portals of information. Some of these can be found on the following websites: FEMA, the American Red Cross, ReadyGov and DisasterHelp.Gov, MIPT.org and GordonHomeland.com.

Knowledge and expertise in emergency management is of fundamental importance, including all phases of the emergency management cycle from prevention and mitigation to preparedness, response and recovery; contingency management and planning; crisis management; and continuity of operations. By the same token, knowledge and expertise concerning critical infrastructure vulnerability, risks, protection and continuity are also key. It can be helpful for those seeking to develop capabilities in these areas to go back to the work that was done in the years immediately preceding the Year 2000 rollover. Much of this work is as relevant today as it was then. Selected references and resources concerning the relevance of past efforts can be found at http://gordonhomeland.com. In addition, it is extremely important that those assuming new responsibilities in homeland security do all they can to expand the skills sets that they will surely need in carrying out their responsibilities. In many locales, regions and jurisdictions, this can entail replacing unhelpful non-collaborative paradigms with new paradigms that foster good inter- and intra-organizational, agency and government working relationships; sharing of information and expertise; collaborative problemsolving, networking and communication skills; and conflict resolution skills. These can be key to the successful development and implementation of contingency plans, mutual aid agreements and memoranda of understanding. They can be key to successful implementation of any and all phases of the emergency management cycle, including mitigation of potential impacts; the building of disaster resilient and resistant communities, regions and states; the strengthening, securing and protecting of the sustainability and continuity of critical infrastructure; and response and recovery. All of these skills go hand in hand with the development of the knowledge and understanding needed to face the challenges in a post-September 11 world.

ASPA member Paula Gordon’s writing and reports on homeland security include compilations of references and resources on homeland security concerns. See http://gordonhomeland.com. E-mail: pgordon@erox.com

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Ordering Information:

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Mayors, County Officials and Business Leaders Denounce Elimination of Community Development Block Grants

Coalition Says Move Totally Unacceptable, Will Have Devastating Economic Impact on Communities

Washington, DC—Following the release of the president’s budget, leaders from three national organizations—the United States Conference of Mayors (USCM), the National League of Cities (NLC) and the National Association of Counties (NACo), along with a coalition of local officials and business leaders held a press conference to denounce the elimination of the Community Development Block Grant (CDBG) program which is the signature program for cities and counties to create jobs, increase economic development opportunities and expand homeownership.

As the national debate on budget priorities unfolds, CDBG, as it has traditionally been known for the past 30 years, will no longer exist and is sure to have a devastating economic impact on cities, counties, and local communities of all sizes. Under the new proposal, CDBG will be consolidated with 17 other programs into a new program, called Strengthening America’s Communities Grant Program, which has yet to be fully defined.

The U.S. Conference of Mayors President and Akron Mayor Don Plusquellic said, “This new proposal is totally unacceptable and we are extremely disappointed that this tactic is being used as an excuse to eliminate CDBG and cut much needed resources to local communities. “A key priority of this Administration is stimulating the domestic economy by creating jobs and expanding home ownership, and that is exactly what CDBG does. CDBG is good business and is the foundation of our nation’s communities,” he continued.

The business community also has a stake in the community development block grant program. In FY 2004, CDBG created or retained 90,637 jobs. Furthermore, for every one dollar of CDBG funding, approximately $2.79 in private funding was leveraged for economic development projects like shopping centers and grocery stores.

National League of Cities President and Washington, DC Mayor Anthony Williams said, “President Bush supports vigorous economic growth for this country. One of the best tools that the leaders of cities, counties and towns across America use to achieve those goals is the Community Development Block Grant program. When a community says, ‘We need retail’ or ‘we need housing’ or ‘we need a sit-down restaurant’, it is CDBG funds that are used to empower neighborhoods.”

In Los Angeles, CA, CDBG funds were used in the Chesterfield Square project in Southwest Los Angeles which brought a major supermarket, a Home Depot, a major drug store and other stores and restaurants to this underserved community. This project alone created over 500 jobs and brought newfound pride to the community.

Another major component of CDBG is the ability to expand homeownership and provide affordable housing. In FY 2004, the program assisted 168,938 households with their housing needs which included homeownership assistance, construction of housing, rehabilitation of existing housing and energy efficiency improvements. In Rochester, NY, where 65 percent of the population is eligible to be served by the CDBG, more than 3,000 affordable housing units were rehabilitated or constructed over the past 10 years.

“Federal funding for community development helps provide affordable housing, create jobs, further economic development and enables our citizens to improve their quality of life,” said Montgomery County (MD) Executive Douglas M. Duncan, representing the National Association of Counties. “Substantial cuts to this program, as a result of the Administration’s budget proposal that will consolidate 18 development programs into two, will severely curtail community development in the hundreds of counties across the country that receive direct funding,” he continued.

The coalition of mayors, county officials and business leaders contends that for the future of this nation, CDBG must not be eliminated, nor see any major cuts to the program. “CDBG is an effective program that helps millions of Americans by investing in our communities. We will take our message to Capitol Hill to fight for our federal and local government partnerships that have been successful for over three decades,” Plusquellic concluded.
Mastering Crucial Communication

Increasingly, organizational, inter-organizational, intergovernmental and interpersonal problems that regularly deter effective delivery of services, organizational effectiveness and even employee retention amount to a lack of communication between critical parties due to a fear of confrontation.

For example, it is one thing to equip all first responders with communication equipment that allows them to talk to one another. It is quite another to insure that those communications are effective and well understood. Fear often drives communicators into silence about what really is going on, dropping only obscure hints for fear of reprisal, overreacting or over stating arguments for action. Lacking crucial communication, we fail to resolve issues and simple problems that then grow into complex and chronic ones.

Mastering crucial communication requires knowing how to avoid typical and unconstructive confrontations, how to define and structure the communication beforehand and how deliver it effectively. Crucial and confrontive communication holds people and agencies accountable, face-to-face or voice-to-voice. When done effectively, it is well thought out, candid, open, honest and respectful providing the ability to deal with unexpected events, failed promises, disappointment and performance gaps.

Problems are resolved and relationships benefit. Effective communication requires first a determination of WHAT and IF, then a definition of a problematic gap/solutions and then a move to action.

WHAT really needs to be addressed involves dismantling the bundle of problems into component parts and choosing the one most crucial. In order to make such an assessment, it is helpful to think about: content or; what really happened; pattern or, is there any pattern emerging and relationships or, how does this affect intergovernmental or inter-agency relationships, members of the team, the community. This assessment is accelerated by unbuilding the problem or event and defining consequences (to you, to others), intentions (others involved, you, your agency) and wants (yourself, your agency, the other person, stakeholders, other agencies).

IF it warrants communication, the problem needs to be reduced to its bare essence and a concise statement about what happened and what now needs to be done. Neither usually fall neatly within defined policy when the situation is an unusual event or crisis. To analyze whether to be silent or speak up, it is helpful for those involved to answer the following questions:

- Am I acting out of my concerns or others?
- Does this action run contrary to my conscience?
- Am I taking this route because silence is less risky?
- Am I taking this route because I feel unprepared to communicate?

Defining what needs to be done usually starts by telling ourselves a story about what we saw happen and heard then moving on to answer, for ourselves, the rest of the story. By telling ourselves the rest of the story, we fight the natural tendency to assume the worst of others or accepting everything at face value and we engender genuine curiosity to ensure that our first words and deeds create a healthy climate for ourselves and others as we confront the situation and work to solve it.

Deciding to pursue crucial communication means being able to accurately describe a gap between what was expected and what actually happened including failed collaboration, missed communications, disappointed expectations, bad behavior or unplanned events without getting personal. By first describing the gap, it is then possible to move into diagnosing the underlying cause and solution. Don’t assume that the event is easily defined because it may in fact be anticipated... but... unusual, requiring definition.

Moving to the actual crucial communication requires developing a concise statement that is motivating, easy to implement, focused and flexible. This statement can be made motivating by remembering that:

- Consequences Motivate—Motivation isn’t something one does because they have to.
- It is something people want to do because of the positive consequences expected.
- Natural Consequences Resonate—The natural progression of events, as we understand them, of what will happen to employees, the community, agencies, stakeholders given certain actions needs to be considered, discussed and then continuously improved.
- Methods Need to Match Circumstances—So that it is clear what needs to be done and why resisting the temptation to jump to a power position when we are communicating with resistors pursuing the course of action outlined probably requires our stepping back for a moment and then pursuing consequences that matter to that person.
- Wrap up the conversation with a summary of who, what and when has happened and how will I handle hearsay?
- Yes, but the people I work with are perfectly comfortable violating the standards and I don’t want to become the odd-man-out.” Acknowledge competing motivations without casting blame and then eliminate possible misunderstandings by focusing on what can actually be accomplished.
- Yes, but I didn’t actually see this happen and how will I handle hearsay?”
- Master your own story and refuse to accept other people’s undocumented opinions as fact until firsthand information validates that information.

Finally, it is important to consider what will happen after the crucial conversation. The key to making a complete and clear plan to move ahead, free from all assumptions, is to make sure that the following four components are included for action:

- Who. A person and an agency or agencies via compact must be attached to each task with a clear delineation of accountability and responsibility. It should be agreed upon based on clear authority not upon implied authority.
- What. What exactly will be done.
- When. When the conversation will be initiated or a required time limit.
- Where. Whether the conversation will occur in person, over the phone, electronically or by other means.

The GPP found states have taken “e-government” to a higher level, offering online versions of a range of services including drivers’ licenses, income tax forms, and benefits applications. More states are now gathering data to create useful performance information. Some agencies are using web-based performance information to improve their work, the GPP found. New York’s Department of Environmental Conservation can now capture data about air quality with technology that didn’t previously exist.

To view the complete report on all 50 states and to compare one state’s performance to the other 49 states, see http://results.gpponline.org.
The Looming Retirement Wave, Part 2:
Some Practical Solutions

In my January column (“The Retirement Wave—Boom or Bust?”) I wrote about the upcoming retirement crisis. Although many public organizations haven’t felt the effects of this wave yet, the dramatic demographic shifts we’re facing are inevitable. As the “age bubble” moves through our workforce, government will not only face a worker shortage overall, but will also face a leadership crisis as many of our most experienced leaders retire. In too many organizations, there isn’t enough leadership bench strength. The result will be not only a worker shortage, but a leadership gap as well. Public organizations have to find creative ways to adapt to these inescapable realities. The bottom line? Government organizations must put in place processes to develop the next generation of leaders. A few specific strategies:

- Make workforce planning a priority. In my last column, I described the workforce planning (WFP) process. WFP is essential to ensure an organization has the right people in the right places with the right skills at the right times. The need for WFP (and succession planning, an important element of WFP) should be self-evident as a necessary business practice. Unfortunately, in too many organizations, there is more talk than action about WFP. However, as we lose talent and the available workforce shrinks, effective workforce planning becomes even more critical, to ensure knowledge transfer, eliminate competency gaps, and attract and retain new employees.

  Some managers understand the need for planning, but feel hamstrung because they don’t know when specific employees will retire, even if the organization has historical data on retirement trends. One way to solve this problem is simply to ask employees who are approaching retirement age when they plan to retire. Of course, this has to be done carefully, to avoid any hint of favoritism or even age discrimination. Managers can avoid these problems by:

  • Asking all key employees about their retirement plans (i.e., don’t just ask poor performers);
  • Emphasize that employee retirement projections are not binding;
  • Explain that the question is being asked to help the organization transfer important knowledge and prepare for the future, not to hasten retirements;
  • Use the information only to project and plan for retirements, not for more questionable purposes like deciding who should (or shouldn’t) receive training or development opportunities;
  • If employees are represented by labor unions, meet with the union leaders first to explain why the agency will be collecting this information.

  In addition to collecting valuable planning information, these conversations can also help involve key employees who plan to retire in the process of transferring their knowledge and preparing their successors. When one agency decided to ask their employees in key positions about retirement plans, a common response was “What took you so long to ask.”

- Conduct succession planning. Another fallacy we often delude ourselves with in government is that we can’t conduct succession planning because of civil service or merit system restrictions. In other words, we can’t “pre-select” successors like private sector organizations can. While this is true, the fundamental flaw in this thinking is that succession planning has to be a “selection” process. It doesn’t. Instead, a succession planning process can be an inclusive developmental process that follows even the strictest merit or civil service laws.

- Avoid the lure of early retirement plans. While allowing employees to retire early can save money in the short-term, the long-term cost can be high. Encouraging the most experienced and knowledgeable people to leave early can cripple an organization in the long run. We must resist the temptation to mortgage our future to save a few dollars now.

- Get more creative with retirements. When experienced employees are preparing to retire, organizations must work with them to create smooth transitions. For example, phased retirements, where the person works part-time while transitioning to retirement, can facilitate knowledge transfer. So can bringing the retiree back on an intermittent or contract basis. Many retirees appreciate the opportunity to make a gradual transition to their new lifestyles.

- Focus on key skill areas. Comprehensive workforce and succession planning can be a daunting and resource-intensive process. One short-term approach is to target key positions and skill areas. One organization that adopted this strategy analyzed risk by assessing the likelihood that key employees would retire and the risk of knowledge loss in each position. The

See RETIREMENT WAVE, pg. 12
The Changing Nature of Public Administration

Ryan M. Taylor, Hyunjung Kim

As students of public administration across the globe are preparing for successful careers, we highly recommend they read the article “Routes to Scholarly Success in Public Administration: Is There a Right Path?”, written by Larry Schroeder, Rosemary O’Leary, Dale Jones, and Orra Poochon, published in the latest February issue of ASPA’s journal Public Administration Review (PAR).

As the field of public administration embraces a wide variety of disciplines into the study of the public sector, students often find themselves struggling to define their respective scholarly identities. The article is especially important in that it summarizes experienced scholars’ wisdom on how to become a successful scholar in this hard-to-define interdisciplinary field. We believe the authors of this article have provided a valuable resource for mentoring young public administration students. A number of the conclusions from the paper will undoubtedly remain tautologically true for any student—such as hard work, publishing quality papers, and strong methodological training. In this short essay, however, we wish to add a few points that will strengthen the value of this paper.

The Changing Nature of Public Administration

Is there one best way for young students of public administration to become successful? Are the values and strategies that led the most successful scholars to success still applicable to the younger generation? Results from the article under review indicate that quality of PhD program, specific faculty, and research experience were the most significant determinants of success during graduate training, while school selection and coursework were considered less significant factors. Although we agree with the importance of the former three factors, we argue that several aspects of the field of public administration have changed over time, altering the weight current students should place on critical factors for building a successful career. In particular, the changing values associated with each type of contemporary public administration program and curriculum offerings significantly increase school selection and coursework as determinants for building a successful career.

Students entering a doctoral program today have a much greater range of choices to consider, in addition to the school best matches their values and research interests. On an institutional level, traditional public administration programs were predominantly sub-disciplines in political science programs; in other words, public administration programs were highly influenced by the values and descriptive nature of political science. Today contemporary programs may be closely tied to political science, but there are other institutions that focus on public policy analysis coupled closely with economics; while the former remain more descriptive in nature, the latter type generally produces prescriptive research on behavioral issues. Still, a third type of public administration program is built upon a multidisciplinary curriculum, in which knowledge from a wide range of disciplines contribute to the foundation of future public administration scholars. Although we agree with the authors’ recommendation for interdisciplinary training, it is important to point out that other types of programs exist, each with a distinct research agenda and set of values.

As Schroeder, et al. indicate, the boundaries of public administration have been expanding to incorporate a greater number of disciplines, including many highly specialized fields. Given budget constraints and the institutional settings for public administration, it is no surprise that no school offers every relevant field of study. One such example is the field of system dynamics, a simulation methodology used to identify the behavior and structure of complex systems. While this field is only offered at a handful of schools, including Massachusetts Institute of Technology and the University at Albany, State University of New York, the insights gained from the application of said methodology have been appreciated by public managers and organizations making complex decisions. Clearly, students who wish to learn from and conduct research with the top faculty in the field must choose amongst a limited number of schools, making school selection all the more important.

What are the Proper Criteria for Measuring Success?

It is exceptionally difficult to make a value judgment in social sciences research, such as rank ordering the most successful scholars or doctoral programs, without provoking a controversy. We argue the article by Schroeder, et al. is no exception. Their selection of the most successful scholars was based on the judgments of nine individuals from five public policy and public management professional organizations. Because the criteria were not explicitly stated in the aforementioned article, it is not possible for us to comment on this part of their methodology. However, we do feel it is important to mention that any set of criteria for determining success should be broadened to affect the different values held by public administration scholars. The criteria should not be solely limited to ones that are easily quantifiable, such as publications, but should include a set that proves more difficult to operationalize. For example, knowledge creation and impact on practitioners are two criteria that cannot readily be measured, but nonetheless they are held as important values for a large number of scholars. Again, our purpose in this section is not to clarify the appropriate criteria used for judging the success of a scholar; rather, we simply point out that a broad set should be taken into consideration to reflect the wide-ranging values held by public administration scholars.

Further Research

Schroeder, et al. is a proverbial step in the right direction of analyzing the determinants of successful public administration scholars. With all good science, however, this study should be replicated to increase the validity of its findings. How would the scholarly recommendations from the aforementioned study differ from the recommendations from a random sample of public administration scholars? Likewise, several relevant studies can be spun-off this initial attempt at chronicling the determinants of success. Using a slightly modified criteria of impact on learning, a study on curriculum innovation would break through tautological recommendations for doctoral program design and offer greater insight into what program characteristics will improve the preparation of successful public administration scholars.

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The State of Social Equity in American Public Administration

As a core value in public administration, social equity is no longer novel or new. Social equity is in many ways a middle-age, experiencing the advantages of some maturity and general acceptance. But much has changed since the formal inclusion of social equity in the pantheon of public administration values in the 1970s. These changes could be summed-up in this irony–in the past 30 years social equity has grown in importance in public administration at the same time that in virtually all aspects of social, economic and political life, Americans have become less equal. In our literature, in our classrooms and in our administrative practices we have learned to talk the social equity talk. But, if the data on the growing gap between the haves and have-nots in America are any clue, we are not walking the social equity walk.

There is little doubt that inequality in America would be worse were it not for public administrators dedicated to social equity in their practices. And there is no question that the broader contests of American politics have tilted the playing field toward the advantaged and away from the disadvantaged, making contemporary commitments on the part of public administrators to social equity particularly difficult. Walking the social equity walk in our time is not only difficult it may be dangerous to one’s career.

While we have been promoting democracy abroad and even fighting to bring democracy to others, democracy at home is in trouble. The recent report “American Democracy in an Age of Rising Inequality” by the Task Force on Inequality in America of the American Political Science Association (APSA) puts it this way: “Our country’s ideals of equal citizenship and responsive government may be under growing threat in an era of persistent and rising inequality. Disparities of income, wealth, and access to opportunity are growing more sharply in the United States than in many other nations, and gaps between races and ethnic groups persist. Progress toward realizing American ideals of democracy may have stalled, and in some arenas reversed.”

In the manner of political science, the APSA Task Force Report calls for research on matters of social equity and for “the engagement of political science with improving American democracy through scholarship.” For two reasons those identified with public administration, either as a field of political science or a free standing academic field and a body of professional practice, are inclined to a less passive and more engaged approach to the problems of inequality in America. First, the argument that policy and politics are on one side of a dichotomy and public administration is on the other and that issues of inequality belong on the politics and policy side of the dichotomy and not on the public administration side must be rejected. Virtually all empirical research in the field indicates that public administration is highly influential in policy making and makes policy in all of the processes of policy implementation. I insist that public administration cannot hide behind the dichotomy in the matter of social equity. Second, as an academic field, a body of research and a field of professional practice, public administration has always been applied, after all how can we run the constitution and carry out the laws if we do not get our hands dirty? But for public administration I insist that we engage inequality, that we dirty our hands with inequality, that we be outraged, passionate and determined. In short, I insist that we actually apply social equity in public administration and here is an agenda for that project.

First, like our environmental friends, when it comes to social equity we should think globally and act locally. Indeed all matters of social equity are local, local in the sense of consequences. The results of national policies are all manifest locally, in our neighborhoods, in our families, in our cities and in our work places.

Second, it is time to be engaged in the war of ideas. Public administration people are, after all, still citizens. It is time for public administrators of all kinds to respond to the questions or are disadvantaged regardless of their competence. At the intermediate and upper levels of public administration we tend to avoid the uncomfortable issue of competence, although street-level workers have no illusions about competence.

There are interesting lessons on this subject. One is the lesson and life of Gandhi who insisted on the collective non-violent expression of demands for fairness on the part of the least advantaged acting together. Another is the lesson of the Roundheads, citizens below the elite who asserted a belief in the individual, independent of class, insisted on egalitarian politics and were suspicious of elites in their hierarchical polity. The American founding was a denial of aristocracy a triumph of Roundhead reasoning. In much of social equity there is democratic rhetoric but aristocratic assumptions. We search still for versions of social equity in public administration that are American and without attempt to lead them.

Fifth, it is high time for moral indignation, for passion and anger. The moral high ground, often put passionately as Christian doctrine, has tended toward those interested in issues such as abortion, gay marriage, human cloning, stem-cell research and euthanasia, and those mobilized in pursuit of these issues have proven to be formidable. Issues of poverty, at least from the biblical Christian perspective, are for more central to doctrine than the issues mentioned above. But, it is far more difficult to bring indignation and passion to matters of poverty. Still, that is what needs to be done.

To stir an interest in social equity we should consider alternative methodologies and medias of presentation. Consider, for example, the statistics regarding the grossly disproportionate percentage of African Americans who are in prison. We know those appalling statistics forward and backwards and it seems to make little difference. Stories, films, videos, novels, essays, plays and personal descriptions of the ravages of overly long sentences for drug offences have the power to move people and also to move policy makers. Stories of single mothers working two jobs and still falling behind are compelling, for example, and hold some prospects for moving readers and viewers. There is a desperate need to dramatize social equity issues, to bring them to life.

We need modern equivalents of The Grapes of Wrath. I am convinced that if the general population understood more fully the effects of discrimination and poverty on American lives they would respond by supporting political candidates committed to social equity. Politics is all about winning and majority rule. Public administration should be all about seeing to it that public policies are fair and that the implementation of public policies is fair. We are long past needing to defend this proposition. It is time to walk the social equity walk.

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Moral Courage—Who Has It and Who Doesn’t?

Moral courage—an elusive quality that nearly everyone values but few exhibit. It is the courage to say and do the right thing when you know it will cause great pain for someone—yourself, your loved ones, your co-workers, your boss, your country! Consider the story of Daniel Ellsberg who gained notoriety in 1971 when he leaked the famous Pentagon papers to the Washington Post. The Pentagon papers documented the detailed planning for escalations of war in Vietnam, contrary to what the government under Lyndon B. Johnson and later, Richard M. Nixon, claimed. It was a sensational leak and branded Ellsberg as an unpatriotic member of the U.S. State Department.

Did Ellsberg exhibit moral courage? Is leaking information the right thing to do? Ellsberg doesn’t feel he exhibited moral courage but that it was the right thing to do as the Vietnam War continued to take the lives of thousands of Americans and Vietnamese. In retrospect, Ellsberg believes that it would have truly taken moral courage (that he didn’t have) to leak the papers long before he did. On election day 1964 he recalls that he spent the day with an interagency working group to expand the war—contrary to Lyndon Johnson’s assertion that his administration “seeks no wider war.”

Now, 40 years later, Daniel Ellsberg urges public officials to do what “I wish I had done in 1964: go to the press, to Congress, and document your claims” when you believe it is the right thing to do to save lives. Ellsberg made this plea in the context of President George W. Bush’s Administration decision to invade and occupy Iraq.

Moral courage is an elusive quality—is it not?


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There Is No One-Size-Fits-All Solution

resulting “risk index” allowed that organization to focus on the employees in highest-risk positions. For this agency, this was a very cost-effective, and very timely, approach to workforce planning. Once those key positions were identified, the agency assessed the best ways to mitigate the risk of losing the critical position. However, in the future; we can shape it.

There are many strategies to deal with the looming workforce shortage—there is no one-size-fits-all solution. A carefully-developed strategy will include multiple approaches that fit the specific characteristics and needs of the organization. I’ve simply tried to identify a few tactics. Long-term, as I argued in my last column, the answer lies in comprehensive strategic workforce planning, built around carefully-developed employee competencies. Workforce planning—done right—should put the organization in the best possible position to succeed. In that way, we can do more than just react to the future; we can shape it.

In upcoming columns, I will report on the results of an exciting research project that is identifying effective leadership development approaches in public sector organizations, at all levels of government.

(The column was adapted from an article that originally appeared in the Australian publication “Human Capital”)

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

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ASSE Urge Pataki to Keep Safety Program

Des Plaines, IL--The American Society of Safety Engineers (ASSE) and its New York members are calling on Governor Pataki not to eliminate a program that has been effective in reducing workplace injuries and illnesses, the Hazard Abatement Board and its Occupational Safety and Health Training Program.

Governor Pataki’s recent budget proposal would effectively eliminate this program by providing less than half the funding currently available to continue safety and health training.

“If the program is eliminated, our members believe that New York’s employers will experience more injuries among their employees, increased lost work days, and ultimately higher costs in workers’ compensation, health care costs and other related expenses,” Barfield said. “Not only has this program beneﬁted from bipartisan support, but employers, too, have shared in the beneﬁts of this investment.”

New Free Interview Guide Generator Helps Employers Avoid Discrimination During Interviews

Novato, CA—Employment Screening Resources (ESR), a nationwide pre-employment background screening firm, announced the release of a free web based interview guide generator to help employers build printed interview forms for any position to avoid the potential of discrimi- nation in the interviewing process. Using a “structured interview” guide during applicant interviews helps employers ask permissible questions in a consistent fashion for all applicants for a position.

The free tool allows employers to select from generic interview questions, or to create their own questions, and then create a print form that can be saved or modiﬁed. It also gives employers the ﬂexibility of adding their own question to different sections of the interview guide.

The tool was created by ESR President, Lester S. Rosen, the author of The Safe Hiring Manual: The Complete Guide to Keeping Criminals, Terrorists and Imposters Out Of Your Workplace.

“Thi s free tool solves several issues for employers,” explains Rosen. “It helps employers and HR professionals produce a printed structured interview guide and focus on developing relevant questions for each position. Printed interview forms also help employers ensure that interviewers are asking the right questions every time, in the right way. More importantly, it helps ensure that all candidates for the same position are being asked the same questions and being treated in the same fashion.”

The interview generator also includes five “integrity” questions created by ESR, aimed at weeding out applicants with inappropriate criminal records or fake resumes. These questions can be asked during the housekeeping stage of the interview, and are aimed at encouraging applicants to self-reveal information that may bear upon their qualiﬁcations and the honesty of their resume or application, as well as any unexplained employment gaps.

ESR also makes a number of additional free resources available to employers, including a Safe Hiring Audit, a Safe Hiring checklist for hiring managers and a quick guide to compliance with the federal Fair Credit Reporting Act (FCRA).

The free tool is available from the ESR website at www.ESRcheck.com.

UK Government to Issue Public Virus Alert Warnings

IT Security Advice Site Launched for UK Home and SME PC Users...

by Andy McCue

A virus alert and IT security advice website for home PC users and small businesses has been launched by the government.

The free site, called Tisafe, will provide information on the latest virus threats as well as advice on safe internet surfing, email use and protecting personal and business data.

The site is funded by the Home Office and will use data from the National Infrastructure Security Co-ordination Centre (NISCC), which is responsible for monitoring threats to the UK’s critical national infrastructure.

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2005 ASPA Member-Get-A-Member Campaign
www.aspanet.org

Reasons
Now that the holidays are behind us, ASPA's leadership and staff have committed to redouble their efforts toward making 2005 the most successful year in the Society’s history. To build momentum for the exciting times ahead, ASPA extends a special invitation to each of its members to participate in its 2005 Member-Get-A-Member Campaign. In so doing, we ask each of you to imagine what ASPA could accomplish with:

• Double the number of members in each of its chapters and sections
• Double the attendees at its national and regional conferences
• Double the number of members joining from the government, nonprofit and scholarly ranks

Rewards
• Recruit 10 or more members (non-students) and receive one free conference registration to ASPA 2006 Conference.
• Recruit 5–9 members (non-students) and receive a certificate for your 2006-07 membership.
• Recruit 4 or fewer members (non-students) and receive a free gift.
• Think of the possibilities if each ASPA member participates in this campaign— you will have the ability to directly influence the capacity to do more for the association, so that it can do more for you!

Tips to Help You Recruit New Members
Who Should I Ask to Join?
Good question! Anyone who is involved with public service or public administration could benefit from ASPA membership. This could include: your co-workers, colleagues in other organizations, people involved with a community organization in which you participate. Also, there may be folks you see in conjunction with Chapter events, who may not be members.

What Should I Tell Them?
To begin with, tell them why you became a member of ASPA. Tell them how ASPA has helped with your professional needs. Talking about your chapter and its activities is a good start. Often people want to be part of a local network they can count on for professional advice and assistance. Don’t forget to tell prospective members about all the great ASPA benefits outlined on this page.

How Do They Join?
Becoming part of the ASPA network is easy! New members just need to complete the ASPA membership form found at www.aspanet.org. Within weeks they will receive welcome packets and you will receive credit for recruiting a new member. The new member immediately starts receiving all of ASPA’s benefits and broadens his or her professional network instantly.

What are all of ASPA’s Benefits?
Many consider ASPA chapters to be the greatest benefit. Your chapter will probably lead the list when you are talking to people. Chapters offer local networking opportunities, professional development lunches, breakfasts or seminars, and regular newsletters. Be specific about your chapter’s activities.
• PA TIMES and Public Administration Review are other outstanding ASPA benefits. PA TIMES offers news and tips about public management that you can use right now. Every month PA TIMES can help you do your job better and further your professional career through The Recruiter listing of career opportunities. Public Administration Review is the premiere journal in the field of public administration. It consistently presents brand new research in a format you can use. PAR bridges the gap between academics and practitioners in a way no other journal does. Members also have access to 65 years of archives online, as well as five years of PA TIMES archives.
• ASPA members are also eligible to receive discounts for several conferences throughout the year, as well as the following publications and services:

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<td>CQ Politics Daily—$100 discount</td>
<td>• Special insurance rates are available only to ASPA members and a variety of plans exist for insurance coverage.</td>
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How to Participate
Download the special Member-Get-A-Member Campaign application by visiting http://www.aspanet.org/scriptcontent/PDF/05MGMApp.pdf.

Before distributing copies to your colleagues, please make sure to list your name in the field entitled “Name of ASPA member who referred you.”

Join Online Today!
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Jason Deparle to Open ASPA National Conference

Deparle is Author of American Dream: Three Women, Ten Kids, and a Nation’s Drive to End Welfare

Bill Clinton vowed to “end welfare as we know it” in his first run for president in 1992. Four years later, Congress translated a catchy slogan into a law that sent 9 million women and children streaming from the rolls. Did it work? In his definitive book on the historic upheaval in the American social contract, New York Times reporter and two-time Pulitzer finalist Jason DeParle followed three women in one extended family to a set of surprising answers.

The New York Times Book Review called American Dream a “courageous and deeply disturbing book” that “transcend[s] journalism” and “challenges the nation.” The Economist called it “brilliant.” And, unusual for a book on a polarizing subject, it has received critical acclaim from the political Left and Right. The Nation called it “masterful,” while National Review praised it as “one of the best books on the American underclass ever written.” Columnist George F. Will called American Dream a “riveting” book that reads “like a searing novel of urban realism.” Interviews with DeParle and the characters in the book have been featured on National Public Radio and the NewsHour with Jim Lehrer.

Cutting between Washington and the streets of Milwaukee, DeParle tracked the story from the White House to the local crack house. The pledge to “end welfare,” issued on the fly in a faltering campaign, thrilled voters with its force—and propelled Clinton into the White House. But what did it mean? After Clinton dallied for two years, failing to provide an answer, Newt Gingrich and the Republican Congress provided one for him: ending welfare meant shipping it to the states with capped funding, strict time limits, and tough work rules. Supporters said the law would “liberate” the poor, bring them new dignity and meaning. Opponents warned of abandoned children, “sleeping on grates.”

With clear eyes and an open mind, DeParle traveled between the politicians who wrote the bill and the poor people who lived it. He spent seven years tracking an unforgettable set of characters caught in its wake. Angela Jobe, Jewell Reed, and Opal Cuples-cousins, yet closer than sisters—arrived in Milwaukee just as the city became the epicenter of the anti-welfare crusade. Their responses vex the expectations of the Left and the Right.

After a dozen years on welfare, Angie thrived as a worker, while a car, a job and a 401(K)—yet her children were chronically absent from school, and her boyfriend tried to shoot her. Jewell, glamorous even in sweatpants, wasn’t focused on work; what she cared about were her kids and the imprisoned man she wants to marry. Opal combined an antic wit with an appetite for cocaine, while the for-profit welfare agency handling her case squandered the taxpayers’ millions. Tracing the story back six generations to a common ancestor—a Mississippi slave—DeParle adds intellectuals, caseworkers, reformers and rogues to an American Dream, pg. 20

ASPA and NAPA to Present National Public Service Awards

Ceremony to Take Place at ASPA’s 66th National Conference in Milwaukee, WI

Washington, DC—The American Society for Public Administration (ASPA) and the National Academy of Public Administration (NAPA) established the National Public Service Awards (NPSA) program in 1983 to pay tribute to exemplary public managers. For over 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 66th National Conference in Milwaukee, WI.

Frank A. Fairbanks, city manager, Phoenix, AZ, has been a leader in local government for 32 years; during his tenure, Financial World Magazine recognized Phoenix as the “Best Managed City in the Nation” in 1995. He began his career as a Peace Corps Volunteer in the Office of the President of Costa Rica.

Under Fairbanks’ leadership, Phoenix consolidated city departments in a new city hall, which was completed on time and under budget, developed e-government, and achieved an AAA excise tax revenue bond rating from Standard and Poors. He has managed Phoenix through two recessions by reducing its annual budget without cutting essential services.

Maria Gómez, assistant commissioner, MN Department of Human Services, Child and Family Services, has served under five Minnesota governors from three major political parties and has reshaped every major human services program and improved the lives of thousands of Minnesotans. She began her Minnesota career as an intern, having previously been a social worker in Florida, working with the influx of Cuban immigrants.

Governor Tim Pawlenty notes that, “With a constant focus on public policy and people, especially children, Gómez has developed visionary efforts such as launching the Minnesota Family Investment Program, a nationally lauded welfare reform effort, and implementing a children’s initiative to coordinate children and family services. Thousands of families have left welfare for work and hundreds of children have left the foster care system for safe and permanent homes.”

Elizabeth Hill, executive director, CA Legislative Analyst’s Office (LAO), is respected as one of the top leaders in state government; within the state, and nationally. As California’s fiscal advisor to both houses of the Legislature, she has put her analytical, nonpartisan eye on nearly all issues that have come before it for 20 years.

In the 1980s, she uncovered a budget deficit that the governor’s staff insisted was not there; she was correct and the budget was adjusted. In the 1990s, she developed the policy analysis that was at odds with another governor’s welfare reform program, and her study facilitated shaping the system that ultimately became law. Such work is on top of the LAO’s analysis of the state’s $100 billion budget and all initiatives and constitutional measures on statewide election ballots.
Showcasing Accountability and Professional Development at the 66th ASPA National Conference

More than 1000 public administrators will gather in Milwaukee during the first week of April to participate in our 66th Annual National Conference. ASPA staff have done a tremendous job of apprising members of the conference venue and many of you have prepared presentations and organized events that will ensure that the conference is a worthwhile experience for all participants.

In this column, I would like to share some special endeavors undertaken in implementing strategic goals related to accountability and professional development that will be showcased at the National Conference in Milwaukee. The implementation of ASPA’s strategic plan has been a major focus of my ASPA presidency and will be addressed in the annual accomplishments report. Executive Director Antoinette Samuel and I are developing that report for presentation to the membership during the annual membership meeting at the conference.

ASPA’s strategic plan identifies performance and accountability as one of three key topics with broad and lasting relevance to our membership—and to all those engaged in public service—under Strategic Planning Goal #1. Strategic Planning Goal #1 is to be a recognized voice for issues and values in public policy, management and practice.

During the past year, interest in public accountability has been further heightened with news of the Abu Ghraib prisoner abuses. As mentioned in my January column, conference participants will hear first-hand from the Presidential Task Force on Accountability in Public Service. Task Force Chair Mel Dubnick has organized a relevant and timely session on the challenges of public service accountability. The forum, convened by H. George Frederickson, will include presentations by Dubnick on “The False Promises of Accountability,” Kathe Callahan on “Putting Accountability to Use for Better Governance,” Robert Schwartz on “Accountability Rhetoric and Reality: What Research Tells About Accountability in Practice,” and Paul Posner on “What We Should (and Should Not) Expect from Accountable Government.”

Dubnick’s presentation will focus on the current “accountability crisis” that is reflected in specific public scandals such as Abu Ghraib, and the general decline of trust in government. He will argue that this crisis was the inevitable result of our abandonment of traditional notions of accountability in favor of contemporary administrative practices that transformed accountability into just another means for enhancing performance and productivity. Kathe Callahan’s presentation may counter Mel’s position and argue for the importance of accountability in assuring effective and efficient government performance, as well as in promoting greater democracy and more ethical (less corrupt) management. She will provide examples of how government performance has been improved due to reform efforts that used accountability to focus attention on outcomes and results. Paul Posner will argue for a more balanced perspective. His presentation will examine the traditional role of accountability, but will also consider the performance gains that can be achieved through prudent use of accountability mechanisms. The presentations will be followed by a moderated exchange among the presenters and open discussion with the audience regarding the issues raised.

In addition, the Accountability Task Force is sponsoring a blog that will be used as an online forum to discuss ethics and accountability issues. Based on the outcome of the conference and blog forums, we may want to consider ASPA’s next steps to ensure our collective “voice” is heard on these issues so please make sure your voice is heard during one of these forums!

Professional development is another

New Publications from White Tiger Press

Beyond the Shelter Wall
Homeless Families Speak Out
By Ralph da Costa Nunez

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

“A must read for anyone who wants to look beyond numbers and see struggle, resiliency and hope in the lives of homeless women and children.”
  - Aurora Zepeda, University of California, San Diego

A Shelter Is Not a Home...Or Is It?
Lessons from Family Homelessness in New York City
By Ralph da Costa Nunez

“A Shelter Is Not a Home...Or Is It?” explores policy initiatives implemented by four city administrations and looks at why, despite all efforts, homelessness continues. It offers a blueprint to successfully move families to independent living.

“Everyone who is interested in poverty and the empowerment of young children and their families must read this book.”
  - Demetrious James Caraley
  Columbia University

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White Tiger Press • New York
ASPA and NAPA Award Outstanding Public Service Practitioners

From NPSA WINNERS, pg. 15

M. Peter McPherson is director, Partnership to Cut Hunger and Poverty in Africa, a program he founded, which is a component of Michigan State University; until recently, he served as president of the university. In 2003, McPherson took a leave of absence to serve as the financial coordinator for the Office of Reconstruction and Humanitarian Assistance in Iraq, where he helped establish a central bank and develop a new currency.

As USAID administrator in the 1980s, he organized the U.S. response to the famine in Africa, including creation of a food distribution network. McPherson’s interest in world humanitarian and agricultural issues has made a difference for millions of people.

National Public Service Awards are presented annually to those individuals who have made substantial contributions as practitioners who have dedicated their careers to government service. Selected from all levels of government—local, state, federal and international—the recipients are public servants who have made outstanding contributions on a sustained basis.

The National Public Service Award program is supported by contributions from ASPA chapters and sections and ASPA and NAPA members, as well as foundations, corporations and individuals. An endowment for the National Public Service Awards exists thanks to generous original contributions from the McKnight Foundation and the Kerr Foundation. Major support has also been provided by the Commonwealth Fund, the Rockefeller Foundation and the Florence and John Schuman Foundation.

For more information about the National Public Service Awards, current and past winners, or the nomination process visit the ASPA website at www.aspanet.org or the website for the National Academy of Public Administration (NAPA) at www.napawash.org.

The April issue of PA TIMES will be delayed by one week so that we may bring you complete coverage of ASPA’s 66th National Conference in Milwaukee, WI, April 2-5.

National Conference Approaching

From PRESIDENT’S COLUMN, pg. 16

theme identified as a priority for ASPA that touches on multiple strategic goals: Goal #1—being a voice for relevant issues, Goal #2—being a catalyst to enhance the quality of resources and knowledge in the public service and Goal #3—fostering inclusive communications to enable those who serve the public to be current and effective. From pre-conference training at the Practice-Based Performance Management and New Professional Leadership Workshop offered by renowned speakers including our own ASPA members, to plenary sessions with distinguished scholars (Patricia Ingraham) and practitioners (David Walker) as keynote speakers, our Society’s 66th Conference offers a particularly broad array of professional development opportunities for those new and seasoned in the large tent we call public administration. Please check www.aspanet.org regularly for the latest conference program updates.

Succession planning is an important corollary of professional development opportunities offered at our annual conferences. The Succession Planning Task Force, ably led by Vera Vogelsang-Coombs, has been charged with providing information and recommendations to the ASPA National Council about long-term succession/leadership planning. Plans for the Milwaukee Conference include a session with experts, such as human resource professionals from the New York/New Jersey Port Authority and advising on the need for, and the implications of, succession planning for public service and ASPA. (For background information on this topic, please see Bob Lavigna’s January PA TIMES article “The Retirement Wave—Boom or Bust?”)

Both the performance/accountability and professional development/succession planning issues are audacious ones that we will be working on together for some time. The upcoming conference, however, provides a wonderful opportunity to share insights and best practices.

Another plenary session led by Don Kettl, “The Next Government of the United States: Challenges for Performance in the 21st Century,” will explore new challenges and approaches to traditional (medical care for an aging population) and emerging (homeland security) public service themes that impact American government at all levels. He and his esteemed commentators will lead us in addressing questions such as: Are there common themes that link these disparate puzzles? How can we develop a high-performing government with the capacity to solve them?

With the annual conference just around the corner, I hope your plans are well underway to attend. I look forward to seeing you in Milwaukee!

ASPA member Cherylly Broom is king county auditor, King County, WA, and president of ASPA. E-mail: cbroom@aspanet.org
ASPA President Cheryle Broom Wins Prestigious Award from AGA

Seattle, WA—ASPA President Cheryle Broom received the Association of Government Accountants’ (AGA) 2005 Excellence in Government Leadership Award at the association’s National Leadership Conference in Washington, DC. The prestigious Excellence in Government Leadership Award is given annually to honor the cumulative achievement of a government professional who:

• exemplifies and promotes excellence in government financial management;
• achieves results in improving government services and operations;
• demonstrates leadership in government programs and the financial management profession; and
• possesses individual integrity.

AGA presented this year’s Excellence in Government Leadership Award to Broom in recognition of her career-long commitment (30 years) to improving state and local government services and operations through impact-oriented performance and financial audits, and her outstanding leadership in advancing performance measurement and best practices to achieve high-performing and accountable public organizations that promote public confidence and trust in government.

When asked about Broom, Brian Estes, Pacific Northwest Intergovernmental Audit Forum executive director said, “Cheryle has been a tireless advocate in advancing the cause of improved government services and accountability…[through] balanced, impact audits that are conducive to achieving more effective public programs and service delivery.” Estes endorsed Broom’s nomination for the award.

“Although a myriad of tools are available today to inform the public and hold public officials accountable, Cheryle was and continues to be at the forefront of the performance-oriented government movement,” remarked Jay Fountain, retired GASB assistant research director, another of those to support Broom’s nomination.

Throughout her career, Broom has successfully directed audit and evaluation organizations and provided leadership nationally, internationally, regionally and locally in promoting government accountability and performance-based state and local government services. Her leadership has contributed to significant performance improvements, policy changes, increased accountability and cost savings in state and local government. For example, more than $475 million in measurable savings were generated through audits completed under her leadership.

Both the Washington State and King County audit functions were nationally recognized for high quality and innovative work during her tenure. Awards received include the National Association of Local Government Auditors’ Special Project Award and Knighton Award Honorable Mention; the National Council of State Legislatures/National Legislative Program Evaluation Society’s Award for Excellence in Program Evaluation plus three Impact Awards.

In accepting the award, Broom expressed not only her gratitude but also noted that “the award reflects the tremendous contributions and talents of the staff and others I have worked with during my career, including the founding and current members of ASPA’s Center for Accountability and Performance, in advancing performance and accountability improvements in the public service. Our profession is truly a high calling—and one that provides much fulfillment.”

Broom also attributes her success in directing audit and evaluation organizations to her interest in expanding traditional auditing services through the use of performance measurement to improve management practices, inform resource decisions and better focus the legislative oversight role. She was one of the first audit directors to develop performance measures for the audit function to ensure accountability to legislative officials and the public for the overall quality and productivity of audit services.

An unwavering commitment to performance-based government led Broom to become a founding member and chair of ASPA’s Center for Accountability and Performance (CAP). Broom is also an author of the highly successful ASPA workbook Performance Measurement Concepts and Techniques; co-author of the award-winning article “Performance Based Government Models: Building a Track Record” and contributor to related publications such as Meeting the Challenges of Performance-Oriented Government published by CAP/ASPA.

She has also received multiple awards for her service to ASPA, including Presidential Citations of Merit as chair of the Capacity Steering Group, the Section on Women in Public Administration’s Service to the Section Award; the Evergreen Chapter’s 1998 Outstanding Achievement Award; and a national ASPA Training Award as lead trainer for Evergreen Chapter’s performance measurement training programs.

Broom currently serves as the County Auditor for King County, WA, and previously held management and audit positions with the states of New York and Washington and the U.S. Government Accountability Office. She has also served as a professional consultant, trainer and instructor for the AGA, the Institute of Internal Auditors, and other professional associations, as well as The Evergreen State College and USDA Graduate School Pacific Islands Training Initiative. She is a Certified Government Financial Manager and a Certified Inspector General.

AGA’s Seattle Chapter Board nominated Broom for the Excellence in Government Leadership Award. James (Jay) Fountain, retired assistant director of the Governmental Accounting Standards Board; Brian Estes, executive director of the Pacific Northwest Intergovernmental Audit Forum; and Washington State Rep. Helen Sommers, former chair of the Washington State Legislative Budget Committee, endorsed her nomination.
“Profiling the Criminal Mind” is, as the subtitle indicates, a text and reference on behavioral science and criminal investigative analysis for investigators, forensic scientists, prosecutors, behavioral scientists, and academics. This compilation combines crime scene forensics and experience with behavioral science to get into the criminal’s mind and interpret crime scenes.

A practical guide to applied criminology, the author brings together his years of experience as a detective/investigator and professor of criminology and criminal justice to outline an inter-disciplinary approach to analyzing crime scenes and crime scene behavior.

Multidiscipline sleuths and researchers into the criminal mind will find this combined approach to analyzing a valuable strategic approach to the study of violent criminal behavior.


The “managing for results” movement that began in the early 1990s has now reached adolescence and is creating new challenges for government managers. After spending years creating planning and performance-measuring systems, managers and policy makers now need to focus on how to use performance information to make data-driven decisions. Managing Results for 2005 describes through a series of case studies the progress being made in federal, state, and local governments in managing for results.

Part I presents our understanding about the potential use of performance information in government. It starts with a chapter on how government leaders can overcome obstacles to using performance information. Another chapter presents a comprehensive framework for tying performance to the budget process. The book provides specific examples of how performance information has been used to dramatically improve program outcomes.

Part II presents case studies on the use of performance information to improve results in a range of federal agencies, in Texas state government, and in the City of New York. As pioneering efforts, these examples do not all present success stories; nevertheless, the lessons learned will be instructive to public managers as the “managing for results” movement advances toward maturity.


The book recounts the story of a forgotten agency, FDR’s Office of Government Reports, which was one of the five original agencies comprising the Executive Office of the President in 1939. For public administration, OGR was the high-water mark of the practice of ‘public reporting’: the federal government’s public activity which at that time was strongly encouraged by academics and leading practitioners. The agency also embodied the most comprehensive effort to engage in public relations as an integral part of public administration. Lee is an associate professor of governmental affairs at the University of Wisconsin-Milwaukee.


In 2003, the National Commission on the Public Service, chaired by Paul Volcker, issued a report detailing problems within the federal government today and recommending changes in its organization, leadership, and operations. This book suggests practical ways to implement the recommendations and defines a research agenda for the future. Thirteen essays address the primary problem areas identified by the Volcker Commission, and the commission report itself is included.

Improving how our government works is urgent business for America. In this book, experts from the RAND corporation provide practical ways for government to reorganize and restructure, enhance leadership, and create flexible, performance-driven agencies.

The Paradoxical Primate is a book by ASPA member Colin Talbot and is published by Imprint Academic, Exeter, UK. ISBN: 0-97845-851

“This is a little book about a big subject—why humans are weird. We act in often apparently bizarre and inexplicable ways. Our behaviour seems sometimes to be utterly unpredictable at the individual level and almost as difficult to forecast at the statistical level. Human systems operate as stock markets, fashions and musical tastes—-we can’t explain those, can we? We can’t account for what makes us the way we are.”

The book is published by the Center for Innovation in Public Service in the School of Public Policy and Public Administration at the George Washington University (GWU), and Management Concepts. ISBN: 1-56726-163-9

Getting Results is an integrated compilation of practical advice on how career and appointed leaders and managers can better manage for results, and how Congress, the media and the public can support and critique performance. The advice is non-political and non-partisan, reflecting the time-tested judgments of a broad cross section of experienced government leaders.

Essays include the personal views of senior leaders on strategic approaches to achieving results, critical human capital management issues, using IT, leading organizations through change, working with state and local governments and with contractors, communicating results to Congress, the media, and the public, linking performance with budgetary planning, designing results, and working on results with IGs, GAO and OMB.

NOW AVAILABLE FROM OTHER SOURCES

Countering Terrorism: Dimensions of Preparedness is edited by Arnold M. Howitt, Abhijit Roy and L. Panig, and is published by The MIT Press. ISBN: 0-262-58292-9

Countering Terrorism, experts from such disparate fields as medicine, law, public policy, and international security discuss institutional changes the country must make to protect against future attacks. In these essays, they argue that terrorism preparedness is not just a federal concern, but one that requires integrated efforts across federal, state, and local governments.

The authors focus on new threats—biological and chemical attacks, “dirty bombs” containing radioactive materials, and “cyberattacks” that would disrupt the computer networks we rely on for communication, banking, and commerce—and argue that US institutions must make fundamental changes to protect against them. They discuss not only the needed reorganization of government agencies but such institutional issues as establishing legal jurisdiction to respond to new threats, preparing health workers who are involved in medical casualties, and equipping police, fire, and other emergency workers with interoperable communications systems. The final essays examine how Israel, Japan, and the United Kingdom have dealt with domestic terrorism, and what the United States can learn from their examples.

If you or someone you know has published a book appropriate for “Just Published” contact Christine McCrehin at cjewett@aspanet.org.

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www.aspanet.org
**International Commentary**

**Public Administrators Rally Around UN Goals?**

**Bill Miller**

Arguably, it would it would be a gross overstatement to claim that the term “millennium development goals (MDGs)” is a kitchen table discussion topic. Although a large number of international and domestic organizations are familiar with the laudable goals, most Americans have not been directly exposed to the eight goals adopted by the heads of the 147 nations that met at the United Nations five years ago. Fortunately, they will hear much more about them in the future.

As background, the Millennium Development Goal Summit was the compound of a million and a half Kofi Annan, who ably orchestrated the conference in September of 2000 at the UN Headquarters in New York. Annan, being pragmatic and visionary, focused upon how the United Nations could be more efficient and effective to create a better world in the 21st Century. He used his considerable prestige and clout with the world community to launch the summit and to identify eight targetable goals that are practical, quantifiable, time-specific and achievable.

The eight UN Millennium Development Goals are designed to:

- reduce by 50 percent the number of people living on less than a dollar a day (some 2 billion people) by 2015;
- ensure that all boys and girls complete primary school by 2015;
- promote gender equality, also in primary and secondary education, preferably by 2005, and no later than 2015;
- reduce by two-thirds the mortality rate among children under five;
- • by 2015;
- • halt and begin to reverse the spread of HIV/AIDS and the incidence of malaria and other major diseases by 2015;
- • ensure environmental sustainability by integrating sustainable development principles in country policies and programs, by reversing the loss of environmental resources, by providing people with more access to safe drinking water, and by improving significantly the lives of at least 100 million slum dwellers; and,
- • create a global partnership for development by developing an open trading and financial system that includes good governance and poverty reduction, and provide decent and productive work.

Accomplishing the MDGs would improve the world quite dramatically by reducing both human suffering and costs in the eight areas, improving the quality of life and standard of living for billions, and reducing some of the negative conditions, e.g. abject poverty and grinding illiteracy, that may help spawn terrorism.

The first seven goals can be quantified and monitored over a specific period of time to see if they are being achieved; however, goal number eight is a bit more nebulous and is one that the U.S. Government has more control over. A major part of creating a global partnership for development is providing international assistance, or foreign aid, to economically developing countries.

In 1992, at the UN Conference on Environment and Development (UNCED) in Rio de Janeiro, the United States and other countries agreed to work towards an Official Development Assistance (ODA) goal of 0.7 percent of gross domestic product (GDP). In reality, the United States’ share of contributions had been declining—after reaching a high in the Carter Administration—to where the United States ranked behind Japan, Germany and France in total financial assistance levels. This precipitous slide was reversed at the 2002 Monterrey Summit on Financing for Development when President Bush committed the United States to a 50 percent increase over a three-year period that would bring its share up to $15 billion. Thus far, few of these funds have been distributed.

National leaders adopted the MDGs in 2000; however, the campaign to achieve them extends far beyond national governments. Public administrators at all levels, the private sector, and nongovernmental organizations (NGOs), such as religious groups and service clubs, are striving to accomplish many of these goals. For example, consider the fact that federal, state, and local public administrators are conducting a wide-range of programs and activities ranging from combating AIDS to upgrading the educational levels at all levels. From the private sector, Rotary International, one of the largest private service organizations, has as three of its major goals this year to enhance educational opportunities, provide clean drinking water, and combat diseases around the world.

UN Secretary General Kofi Annan recently gave an update as to how well the world is doing in achieving the goals. Briefly, the first group, which comprises most of Asia and Northern Africa, is making great strides in halving extreme poverty by 2015 and achieving several of the other goals. A second group, principally in West Asia, Latin America, and the Caribbean, has done well towards some individual targets such as achieving universal primary education, but is less successful in reducing poverty. The third group, sub-Saharan Africa and least developed countries in other regions, due to internal ethnic conflict, few financial resources and rampant health problems, such as AIDS, has not made adequate progress.

Most people around the world can enthusiastically rally around the common-sensical MDGs. At times, a national representative who frowns the hallowed halls of the UN will speak in glowing terms about some laudable goal or program, only to return home to promptly forget about it. As Kofi Annan said, “The Millennium Development Goals are still technically feasible in even the poorest countries, but the window of opportunity is rapidly narrowing and the political will remains largely absent...new realities call for new solutions.” Numerous studies indicate that these problems can be reduced with a firm political commitment, clearly defined and measurable goals, qualified professionals and programs, and, most importantly, sufficient financial resources. All the players in this card game must rally around to achieve the MDGs—over the next 10 years—because the stakes are too high if they fail.

ASPA member Bill Miller is past chair of the United Nations Association of USA’s Council of Chapters and Division Presidents. E-mail: Millerkyn@aol.com

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**DeParle to Address Issue of Welfare at Opening Plenary of Conference**

From AMERICAN DREAM, pg. 15

The epic tale of adversity variously overcome, compounded or merely endured, American Dream has already been adopted in a number of college courses, and a paperback edition, designed for campus use, will be published by Penguin in the fall.

“Jason DeParle’s American Dream is a singular achievement,” said Harvard sociologist William Julius Wilson. “This is must reading for anyone concerned about the limitations of American social policy--from crime to welfare to educational performance. DeParle’s book is a corrective to the myth of America on trial. This is a country where anyone can make it; yet generation after generation, some families don’t. It is an argument about welfare is to argue why. Probing the law’s unlikely successes—and unsettling failures–American Dream surprises the heart and the mind.

Jason DeParle is a senior writer at The New York Times and a frequent contributor to The New York Times Magazine. A graduate of Duke University, DeParle won a George Polk Award in 1999 for his reporting on the welfare system and was a two-time finalist for the Pulitzer Prize. He lives in Washington, D.C., with his wife, Nancy-Ann, and their two sons. More on American Dream—including excerpts and reviews—can be found online at www.jasondeparle.com.
Advancing Public Service Performance: Innovations in Research and Practice
66th National Conference • ASPA • Milwaukee, WI • April 2-5, 2005

Opening Plenary
Saturday, April 2, 5:30pm
Jason DeParle is a senior writer at The New York Times and a frequent contributor to The New York Times Magazine. Author of American Dream, DeParle won a George Polk Award in 1999 for his reporting on the welfare system and was a two-time finalist for the Pulitzer Prize.

Elliot Richardson Lecture
Monday, April 4, 10:00am
In this lecture U.S. Comptroller General David Walker shares his strategy for transforming government and for strengthening the public service. Walker is also the Honorary Chair of this year’s conference.

Donald C. Stone Lecture
Monday, April 4, 4:00pm
Listen as Patricia Ingraham, distinguished university professor of public administration and political science at the Maxwell School of Citizenship and Public Affairs at Syracuse University, honors Stone’s memory through a lecture reflecting his varied interests and contributions to the field.

www.aspanet.org
The only conference covering all disciplines of public administration.
Join us.
### ASPA Members

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

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

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Announcing a new series from
J.E. Sharpe…

**ASPA Classics**

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

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

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

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

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**Local Government Management**

Current Issues and Best Practices

Douglas J. Watson and Wendy L. Hassett, eds.

Some of the very best writing on issues involving local government can be found in journals published by the American Society for Public Administration or journals with which ASPA is associated. This volume includes thirty of the highest-quality articles that have been published over the past sixty years in these journals. Local Government Management is an ideal supplement for any course in local management and administration, as well as for practicing professionals.

440 pages 0-7656-1127-9 $85.95 Cloth
0-7656-1128-7 $34.95 Paper

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**Chapter News**

**VA Chapter Uses Lunchtime Presentations to Keep Members Informed**

**State and Local Government Initiatives**

**Highlighted at “Brown Bag Lunches”**

**Jack Hull**

During the past year, the Virginia Chapter has hosted several “brown bag lunches” in downtown Richmond to highlight initiatives at the state and local level. These are scheduled during the lunch period from 12 to 1 p.m. Attendees bring their own lunches and the chapter provides beverages and desert. Presentations generally last a half hour leaving time for questions.

In May 2004, the “brown bag lunch” topic was Succession Planning at the Local Government Level. Presenters included: Sandy Wanner, James City County administrator; Kevin Bruni, chief learning officer and university dean for Chesterfield County Government; and Charlyne Meinhard, practice leader of organization and management development for The Organizational Effectiveness Group, who has served as consultant to the Hampton Roads Sanitation District. Managers at all levels have a responsibility to ensure continuity and to prepare others to assume leadership roles when senior managers retire.

The three panelists presented the programs that they have developed in succession planning and talent management to help meet this need in local government.

In November, the “brown bag” subject was the Commonwealth’s initiative to implement strategic planning and performance-based budgeting within state government to improve efficiency and effectiveness. In March 2003, the General Assembly enacted legislation that established the Council on Virginia’s Future and redefined the responsibilities of the Virginia Department of Planning and Budget. Jane Kusiak, executive director of the Council on Virginia’s Future; and Ric Brown, director of the Department of Planning & Budget, discussed how their organizations work together to achieve these goals. The Council was established to create and evaluate the roadmap for Virginia’s future. Through collaboration and dialogue with the Council and direction from the Department of Planning & Budget, Executive Branch agencies implement a roadmap by developing strategic plans that link the missions, goals, strategies and performance measures into the performance management system directed by long-term objectives. Agencies will transition from program funding to service funding and develop service plans that link with performance measures with service budgets. Tying performance measures to services will increase government accountability and improve government operations and performance.

The chapter is extremely fortunate to have access to senior officials at the state and local level who are willing to present information on their current initiatives to ASPA members and guests. Chapter members and government agencies in the Richmond area receive notification of upcoming “brown bag lunches” through e-mail as well as the ASPA calendar of events.

ASPA member Jack Hull is president of the Virginia Chapter.

E-mail: jackhull@cox.net

**Looking for a public service job anywhere in the U.S.?**

www.aspanet.org
Washington, DC—Career advice, scholarship and internship information, online resources and career news. ASPA members have been seeking this information from the organization for years and the PA TIMES is now ready to do its part in helping them find it.

This issue launches the PA TIMES’ new “Career Center,” pages. These pages will appear the first Monday of May, July, September and November 2005 issues of the paper, with a goal of being included in every issue beginning in 2006.

“ASPAS is pleased to expand our career services to members and PA TIMES readers through this new feature,” remarked ASPA’s Executive Director Antonette Samuel. “This new effort reflects our pride in the field of public administration, and provides an additional tool to attract the best and brightest to our ranks.”

With features like “Pay It Forward... Advice from ASPA Members” and “Jump Start Your Career... Advice from College/University Career Counselors,” the PA TIMES will not only offer opportunities for giving advice, but for readers to email a “Career Question” to the paper seeking advice, too.

In addition to advice columns, the Career Center will include an area dedicated to making readers aware of scholarship, internship, fellowship and grant opportunities; as well as online tools and resources, and a feature called “FYI...” where we report on the latest in career and education news.

Throughout the remainder of the year, as we continue to publish the career pages, the PA TIMES asks that readers let us know what is working and what isn’t, in addition to what they would like to see that doesn’t currently exist in the Center.

“We really want this section of the paper to be about the readers and what they need to begin or enhance their careers in public service,” said PA TIMES Editor Christine McCrehin. “ASPA members and PA TIMES readers are such a wonderful resource for each other and the PA TIMES would like to facilitate a connection between those seeking career advice and inspiration and those wanting to give it.”

The paper seeks reader participation in these pages and encourages anyone to email their “Career Question” or suggestions on enhancing the Career Center to cjewett@aspanet.org.

For more information on the EPA-RTP campus, visit the web at: http://www.epa.gov/rtp/.

GMU School of Public Policy Unveils GlobalMPA Program
Fairfax, VA—GlobalMPA is a public management/public policy program based on private sector MBA’s for officials who manage the interface between national and international policy. The program examines the effect of internationalization on national and international policy officials, how internationalization trends affect national administrations and the management challenges of international policy making.

Spread over a two-year period and conducted on a part-time basis, distance-learning methods based on team teaching and combined with regular work are utilized. The program consists of 17 study hours per week over two years, 10 modules of 150 hours, a job-related capstone project (thesis) and three residential weeks. Completion of the program results in international accreditation and recognition equal to 60 European credits or 36 U.S. credit points.

Educational institutions included in the consortium in addition to George Mason University are the Netherlands School of Public Administration, Open University (Netherlands), Erasmus University (Netherlands), United Nations University, UNU-CRIS (Belgium), Leiden University (Netherlands), Stellenbosch University (South Africa) and The Ohio State University.

The GlobalMPA audience is mid-level officials working in national, regional or local government and public sector institutions. Individuals working in international organizations and those working in private sector organizations that are increasingly experiencing the need to develop generic public sector management and public affairs competencies may also apply.

For entry requirements, information on consortium members and to apply online, visit http://www.globalmpa.org/

Walden University Graduates First Class of MPAs
Minneapolis, MN—Walden University graduated nearly 900 students from around the world in a traditional ceremony on Saturday, Jan. 29, 2005, at the Georgia Center for Continuing Education in Athens, GA. The commencement ceremony was broadcast live via the web at www.WaldenU.edu.

The inaugural winter commencement showcased the accomplishments of graduating students from Bermuda, the Democratic Republic of the Congo, Canada, the West Indies, the Bahamas, Puerto Rico and South Africa, as well as the United States. Also participating were the first graduates of Walden’s Master of Public Administration program. Terry O’Banion, president emeritus and senior fellow at the League for Innovation in the Community College, received an honorary doctorate and delivered the commencement address. O’Banion discussed a “learning revolution” and proposed, in his words, a “radical alternative” for tackling education problems. His honorary degree was the first presented by Walden to a community college leader.

If you have a press release for appropriate for “FYI...” contact Christine McCrehin at cjewett@aspanet.org.

Martin School ad
Pay It Forward...

Career Advice from an ASPA Member

Note: ASPA member William E. Solomon has been employed by the Miami-Dade County Park & Recreation Department for the past 25 years. For those same 25 years, he has been an active member of ASPA at the local level, as Past President and Board member in the South Florida Chapter. At the National level, he has served on National Council and is currently a member of the Capacity Building Steering Group. He is an adjunct professor in the MPA program at Nova Southeastern University.

As a practitioner in the public service, I have often had to serve on interview panels. On average, there could be 200-300 applicants for an administrative position in Miami-Dade County. It is important to find ways to make your name stand out from the crowd of applicants. I would like to take this opportunity to pass on some suggestions to students and new professionals that might help you move upward within our profession:

• As a student, try to choose research papers that could potentially provide beneficial information to an organization with which you might want to work for in the future. A copy of your paper should be given to the organization.

• Make certain that you are computer literate and proficient with at a minimum Excel and Word. I have found that many applicants do not have sufficient computer skills to be able to handle the level of difficulty they encounter in even entry-level administrative positions.

• Contact the organization you want to work for and find out if there are volunteer opportunities available in the area where you wish to ultimately work. Serving as a volunteer and doing an excellent job, gets your name out there within your organization.

• Actively participate on a committee in your local ASPA chapter. This provides you with a wonderful opportunity to network with professionals currently in the field. Attendance at local ASPA events will also enable you to meet potential employers in a professional setting.

• If you are an ASPA member, be proud of this and make certain that your resume indicates you are a member. Membership in ASPA shows a desire to be more than the regular potential employee.

It is important to do things that make you stand out from the field of applicants. If you aren’t a member of ASPA, I strongly suggest that you join. ASPA provides networking and professional development opportunities for public service professionals and academics in our field. ASPA provides a forum for practitioners and academics to discuss policies and issues with meetings, seminars, and conferences. I have tried to provide some general information for students and new professionals that could prove useful in finding a position in the public service. I wish all of you the best of luck in your career choices and future advancement. Solomon may be reached at pbs@miamidade.gov.

Jump Start Your Career...

Advice from College and University Career Counselors

Note: Sandra A. Buchan is director of Career Services at the School of Policy, Planning, and Development at the University of Southern California.

The USC School of Policy, Planning, and Development (SPPD) Career Services Office tries to inculcate a professional career orientation right from the beginning of a student’s initial exposure to graduate school. It is our philosophy that the old adage that ‘teach them how to fish and they’ll never go hungry’ applies to one’s careers. Thus, if we teach students on the process and the mechanics of starting a career and job hunting, they will learn valuable skills that will travel with them no matter what profession they pursue or how often they change jobs. A close second to teaching skills development is providing access to their profession and career opportunities such as internships and full time openings.

The Career Services Office holds a career overview session for all graduate students during fall orientation. Each student is provided with a career binder containing: a descriptive list of all career activities for the year; an overview of our internship program; examples of correspondence including a suggested resume format, cover letter, and reference list; networking tips and guidelines; a list of professional and student organizations; and an application for business cards.

A career planning roadmap is also included in the binder, which maps out a “path” for the student to travel during their two years with us. The map spells out suggested activities for each semester. Here are a couple suggestions:

• Build a career portfolio and keep it current. Items in the portfolio may include: copies of multiple types of resumes; an extensive list of references; letter references (which one should ask for before departing each positions); job duties, tasks, and accomplishments from each internship and full time position which one can go back to when composing or updating a resume. A resume should be updated every 6 to 12 months.

• Establish a career calendar with pertinent dates for job and fellowship applications, such as the Presidential Management Fellows Program, career panels, professional meetings, interviews, and other career related events. This also serves as a reminder at tax time on how much time you spent job hunting and any deductible expenses associated with your job hunting, e.g. mileage to and from an interview.

No matter if you are just beginning a career or are mid-career, one should map out the steps to help you get where you would like to be in your career one, five or even ten years out. Actually putting the steps down on a calendar or a “roadmap” makes the objective more real. Other suggestions recommended to our students as well as working professionals are:

• Be active in your professional organization. Don’t just join an organization for resume building. Organizations are wonderful places for networking and identifying the grey-market openings—the positions that never get posted, but are real gems. Organizations help the professional keep abreast of new ideas in their field and help to update one’s credentials.

• Network and then more networking.

• Have your volunteer activities complement your professional life.

• Find a mentor or two.

• If you are a potential employee, be proud of this and make certain that your resume indicates you are an active member. Membership in ASPA shows a desire to be more than the regular potential employee.

It is important to do things that make you stand out from the field of applicants. If you aren’t a member of ASPA, I strongly suggest that you join. ASPA provides networking and professional development opportunities for public service professionals and academics in our field. ASPA provides a forum for practitioners and academics to discuss policies and issues with meetings, seminars, and conferences. I have tried to provide some general information for students and new professionals that could prove useful in finding a position in the public service. I wish all of you the best of luck in your career choices and future advancement. Solomon may be reached at pbs@miamidade.gov.

Scholarship, Internship, and Grant Information

The Washington Center for Internships and Academic Seminars is an independent, nonprofit educational organization founded in 1975. Its mission is to prepare college and university students for civic leadership through experiential education. In this way, The Washington Center seeks to promote future leadership through experiential education.

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Homeland Security Poses Challenges for Both the Practice and Academic Arenas of Public Administration

From BROARD, pg. 6

After Sept. 11, Sheriff Jenne was appointed by Florida governor Jeb Bush to Chair the Southeast Regional Domestic Security Task Force. In the event of a terrorist attack, as Chair of the task force, he is responsible for coordinating the activities of four counties. This position and the relationships it spawns facilitates regional cooperation and coordination for homeland security planning, training, funding and information sharing.

Federal Response to Local Needs

According to the National Governor’s Association Center for Best Practices (NGAC) “homeland security is a complex challenge that demands significant investment and collaboration among local, state, and federal governments”. In addition to the role of government, the NGAC goes a step further and includes the private sector as a necessary player in the process of providing homeland security.

For the federal government, an essential and basic requirement for homeland security, once needs are identified and prioritized, is to transfer the resources to the state and local level efficiently and timely. Based upon local or state resource availability, it is anticipated that federal resources will either supplement or fully support local needs. Based upon the findings from Sept. 11 reports and testimony from informed sources, the federal government has responded to the “complex challenge” of homeland security with some very basic and simple approaches.

National Response Plan

An important finding from the Sept. 11 terrorist attacks is the need for a unified and coordinated national approach to domestic incident management. In response the federal government called for a National Response Plan (NRP). The NRP specifies, “how the resources of the federal government work in concert with State, local, and tribal governments and the private sector to respond to incidents of national significance”. The NRP is based upon the National Incident Management System (NIMS). Operating in concert, the NRP and NIMS offer a nationwide guide to prevent or respond to threats and incidents regardless of cause or size.

National Incident Management System

The Department of Homeland Security has established the National Incident Management System as the standardized incident management process for all federal, state and local governments first responders. Key elements of NIMS are:

- Incident Command System
- Communications and Information Management
- Preparedness
- Joint Information System
- NIMS Integration Center

Homeland Security Presidential Directive (HSPD-5) requires the local and state governments and tribal governments adopt NIMS. The Broward Sheriff’s Office has mandated that all law enforcement personnel above the rank of lieutenant take the IS-700 (the NIMS course. It is on-line) course and pass.

Financing Local Homeland Security Initiatives

The Department of Homeland Security has appropriated funds to the states who, in turn, transfer to the local level for training and equipment.

The Broward Sheriff’s Office has been a beneficiary of funding for a broad range of homeland security initiatives—from a specially trained canine to first responder training to a mobile emergency operations center. For 2005, the following grants have been awarded:

- $2.3 million from the Florida Department of Law Enforcement
- $64,000 from the State of Florida , Department of Community Affairs

Sheriff’s Ken Jenne Office has requested $1.9 million from the Urban Area Security Initiative (UASI). Collectively, the on-going development of a National Response Plan, the identifying and standardization of an incident command process (National Incident Management System) and the allocation of supplemental funding to achieve local homeland security goals are basic steps to reducing vulnerability to terrorist and mitigating recovery efforts.

Significant Outcomes from Organizational Leadership and Planning

The Broward Sheriff’s Office has integrated proven practices and the experiences of its personnel and experts within the field to develop a homeland security program that protects its residents, infrastructure and vital economic assets.

On the one hand, it is impossible to determine when or where a community or nation will be attacked. On the other hand, it is possible to plan, prepare and train first responders and lay citizen. It is possible to identify first responder needs and aggressively pursue the resources to meet those needs. It is possible to productively and cooperatively work with legislators to obtain the funding necessary to meet equipment and personnel needs. Lastly, it is possible to develop mutual aid relationship-ships with agencies to reduce vulnerability to terrorist attacks, disasters and other emergencies.

Over the past three years, the Broward Sheriff’s Office has made significant gains in homeland security. In addition to the funding discussed above, listed below are some milestones.

These milestones illustrate that Sheriff Jenne and his employees treat homeland security as a priority.

- The Broward Sheriff’s Office has identified and selected an expert in counter-terrorism to manage homeland security
- The Broward Sheriff’s Office has a Homeland Security Board that meets bi-weekly to plan and strategize
- The Broward Sheriff’s Office has achieved interoperability and Enhanced 911 capability
- The Broward Sheriff’s Office has adopted NIMS and mandates that law enforcement personnel above the rank of lieutenant become NIMS certified
- The Broward Sheriff’s Office has identified its immediate and future homeland security needs and continues to pursue funding to agency goals
- The Broward Sheriff’s Office is updating its Emergency Response Plan to reflect the National Response Plan

To meet homeland security demands and expectations, the federal government has to provide a broad range of leadership, funding, and regulatory guidance to State and local governments who, in turn, must identify their needs, plan strategies to meet their goals while, efficiently using funding to protect citizen health and safety, the infrastructure and vital economic assets. This challenge, which is a welcomed responsibility for local governments, in particular first responders, is exacting.

Key elements necessary to meet this challenge are:

- Using the best practices available for the development of organizational plans and personnel training.
- Identifying and acquiring funding to meet organizational needs.
- Efficiently using funding to meet current and anticipated needs, and
- Creating an organizational environment and culture that moves homeland security from a concern to a priority.

Under the leadership of Sheriff Ken Jenne, the Broward Sheriff’s Office has adopted these four steps and others in an effort to meet resident and visitor safety needs and continues to pursue funding to agency goals. In addition, the Office has mandated that law enforcement personnel above the rank of lieutenant become NIMS certified. The Sheriff’s Office has identified its immediate and future homeland security needs and continues to pursue funding to agency goals.

To submit chapter or section ideas, contact aspatimes@aspanet.org or call (202) 585-4314.

PA TIMES wants your stories.
Assistant Professor  
School Of Urban And Public Affairs  
University Of Texas At Arlington

The School of Urban and Public Affairs (SUPA) at the University of Texas at Arlington invites applications for a tenure-track faculty position at the Assistant Professor level with expertise in Urban Politics beginning Fall 2005. Candidates should be qualified to teach courses such as urban politics, and urban bureaucracy. Applicants must have completed their doctorate in Political Science, Public Administration, Public Policy, or a related field by Sept. 1, 2005. The School is especially interested in candidates who have an established research record with interest in working in a multidisciplinary environment as well as a commitment to community service. The School offers excellent teaching and research support, and its location in the heart of the Dallas-Fort Worth metropolitan area provides an ideal urban laboratory for research and community service. The School, with an interdisciplinary faculty of 19, offers five graduate degrees including: Ph.D. in Urban and Public Administration, Ph.D. in Urban Planning and Public Policy, Masters in Urban Affairs, Masters in Public Administration, and Masters in City and Regional Planning.

Letter of application indicating research and teaching interests, vitae, and three letters of recommendation should be sent to Dr. Jianling Li, Chair, Search Committee, School of Urban and Public Affairs, Box 19588, The University of Texas at Arlington, Arlington, TX 76019-0588. Review of applications will begin immediately and continue until the position is filled. The University of Texas at Arlington is an Equal Opportunity/Affirmative Action Employer.

Director of Master of Public Administration Program and Public Service Center  
University of West Georgia

The Political Science/Planning Department invites applications for a tenure-track position at the associate or full professor level for its NASPAA accredited MPA program. Qualifications include a Ph.D. in political science or public administration; evidence of scholarly research, publication and teaching excellence and a commitment to public service. Duties include teaching courses in public administration and American Government. Special consideration will be given to those with an interest in one or more of the following: research methods, program evaluation, budgeting, finance, economic development, public policy, or theory. West Georgia is an equal opportunity, affirmative action employer. Review of applications will begin March 31, 2005. Position is contingent upon funding. Candidates should send a letter of application, vitae, and names of three references to: Chair, Search Committee, Department of Political Science/Planning, University of West Georgia, Carrollton, GA 30118-2100.

Assistant Professor, Political Science  
Department of Political Science and Psychology  
York College/CUNY

Teach and develop undergraduate courses in public administration, public policy, and security; participate in the development of an interdisciplinary program in Aviation Studies; pursue research and other activities appropriate to rank. Doctorate in political science, public administration, public policy or related area; expertise in transport policy or security policy; and college teaching experience required. Expertise in aviation policy or aviation security a plus.

Application deadline: 4/1/05. Mail to appropriate contact person(s), York College/CUNY, 94-20 Guy R. Brewer Blvd., Jamaica, NY 11451. Additional information available at www.york.cuny.edu EEO/AA/ADA/IBCA

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Two Regular Faculty Positions  
Public Administration/Nonprofit Management  
University of Central Florida

The Department of Public Administration invites applications for two instructor positions at the Orlando Campus to begin in August 2005. Selected candidates will teach courses in general public administration and/or nonprofit management curriculum, undergraduate and graduate programs. The faculty members being recruited will also be expected to assist in departmental administration and community outreach. PhD in Public Administration or DPA preferred. MPA minimum.

ABOUT THE DEPARTMENT

The Department offers both NASPAA accredited MPA and undergraduate public administration degrees along with three certificate programs (Nonprofit Management, Public Administration and Planning) on multiple campuses, including a virtual campus. The Department participates in a multidisciplinary PhD program in Public Affairs. The Department is the largest program in the Southeast and has active partnerships with state and local government and community nonprofit agencies. The Department of Public Administration is housed in the College of Health and Public Affairs and occupies a state of the art facility with access to fully equipped multimedia classrooms.

The University of Central Florida (UCF) is a metropolitan research university with over 40,000 students and is among the fastest growing universities in the country. Orlando, Florida is one of the nation’s most dynamic, diverse and rapidly growing metropolitan areas. It is home to numerous cultural activities, theme parks and entertainment venues. Orlando is well positioned near the Space Coast in the center of the high-tech Interstate 4 Corridor that extends from Tampa through Orlando to Daytona Beach.

Consideration of applications will begin March 31, 2005 and continue until the positions are filled. Please send curriculum vita and names, addresses, and telephone number of at least three professional references to:

Peter W. Colby, Chair, Search Committee, Department of Public Administration, HPA 2 Rm 238, University of Central Florida, Orlando, FL 32816-1395 Tel. 407-823-2604, Fax. 407-823-5651, email. mvvanwrt@mail.ucf.edu

UCF web site: www.ucf.edu, Department web site www.copha.ucf.edu/pubadm/.

UCF is an affirmative action/equal opportunity employer. Search documents are subject to Florida public records laws.

Visit ASPA’s Online Career Center

www.aspanet.org
March 2005

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

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

22-24  Performance Measurement for Government Renaissance Mayflower Hotel
Contact: Melissa Wittenberg, 888-362-7400 x14., melissa@aliconferences.com
http://www.aliconferences.com/conferences/government_performance/305.html

April 2005

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

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

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

29  2005 Florida ASPA Conference
Theme: “Public Administration: Addressing the Needs of a Growing State”
City: Clearwater, FL
Contact: Claire Mostel at ctel@miamidade.gov

June 2005

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

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

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

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