The Challenge of Taking Property for Economic Development Post-Kelo
In the months after the Kelo ruling, the Court was strongly criticized by elected officials in both political parties and at all levels of government. The Court made clear that it was not endorsing New London’s actions but merely holding them constitutional. However, critics emphasized that the case and subsequent rulings were a prime example of local government planning run amok, that if people could lose their homes and property so that other private property owners may benefit, then things needed to change.—Chad Miller

Public Asset Sales: Does the Public Benefit from State Lottery Sales?
After years of reduced federal support from Congress and the Bush Administration, state and local governments have recently been aggressively pursuing new sources of revenue to meet unfunded mandates and the service requirements of its citizens. Increasing taxes on income, real property, or even sales taxes are widely viewed as anti-business, anti-citizen and the equivalent to political suicide.—Jay Young

Insights on Strategic Mgmt.
Insights on HR Mgmt.
Frederickson Perspective
Ethics Moment
Where Things Stand

ASPA TIMES
Access, Participation, Impact:
PAR Updates Web Pages
Making the Multisector Workforce Work
PA TIMES Announces Best Article Award Winner
President’s Column: Conference Collaborations
I can hardly believe that a year has passed already and we’re heading into our annual ASPA conference, this year in Washington, DC at the Omni Shoreham, March 23-27. At the closing plenary session on the 27th, I will pass the gavel to Harvey White in a ceremony that commences his presidential year and many great things to come.—Wendy A. Haynes

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PA TIMES

SPECIAL SECTION:
STATE AND LOCAL ECONOMIC DEVELOPMENT

The 2007 Privacy Trust Rankings of U.S. Government Agencies Announced
Rankings Reflect Strength of Public Trust in Public Institutions

Traverse City, MI—Privacy and information management research firm the Ponemon Institute released its “2007 Privacy Trust Study of the United States Government.” The report ranks from most- to least-trusted 74 federal agencies known to collect information on individuals. In its third year, the Privacy Trust Study of the United States Government seeks to determine and track public perceptions related to the ability of public institutions to safeguard citizen’s privacy and personal information.

Data generated from the study is evaluated and ranked using the Ponemon Institute’s Privacy Trust index and assigned a privacy trust score. According to the Ponemon Institute, the five most trusted federal agencies were:

- Department of Defense
- Department of Veterans Affairs
- National Institutes of Health
- National Institute of Standards and Technology
- Social Security Administration

“While agencies are making strides in managing privacy and personal information, the report highlights areas where agencies can improve,” said Kevin C. Mandia, President and CEO of the Ponemon Institute.

The five least trusted agencies were:

- Department of Homeland Security
- Department of Health and Human Services
- Department of Housing and Urban Development
- Department of Labor
- Department of Education

The report also found that agencies with high levels of trust are more likely to have specialized privacy officers, while agencies with low levels of trust are more likely to have no designated privacy officer.

State Legislators’ Salaries Down 6%
Washington, DC—State legislators’ salaries nationwide, when adjusted for inflation, dropped on average by more than 6 percent between 1975 and 2005.

That’s one of the findings in a new report, “State Legislator Compensation: A Trend Analysis” by Keon S. Chi, editor of The Council of State Governments’ (CSG) Book of the States. The report focuses on a trend analysis of legislator compensation, basic and supplemental, in the 50 states by type of legislature, region and salary base. It also compares legislative pay with selected top officials in the executive and judicial branches as well as members of Congress and per capita income between 1975 and 2005.

Five Governors Announce Regional Greenhouse Gas Reduction Agreement
Washington, DC—The Governors of Arizona, California, New Mexico, Oregon and Washington today announced the formation of the Western Regional Climate Action Initiative to implement a joint strategy to reduce greenhouse gas emissions.

At the annual winter meeting of the National Governors Association, Governors Janet Napolitano, Arnold Schwarzenegger, Bill Richardson, Ted Kulongoski and Chris Gregoire signed the agreement that directs their respective states to, within the next six months, develop a regional target for reducing greenhouse gases. During the next 18 months, they will devise a market-based program, such as a load-based cap and trade program to reach the target. The five states also have agreed to participate in a multi-state registry to track and manage greenhouse gas emissions in their region.

The Western Regional Climate Action Initiative builds upon the Connecticut-Massachusetts-Vermont partnership to develop a regional cap and trade program, which, according to the five governors, could reduce greenhouse gas emissions by as much as 50% below 1990 levels. The initiative will further the goals of the United States’ participation in the Kyoto Protocol, which calls for a 7% reduction in greenhouse gas emissions by 2012.

Did You Know?
Emergency and other relief services firms saw revenue increase from $6.7 billion in 2004 to $8.5 billion in 2005—a 27 percent rise—according to the Census Bureau report “2005 Service Annual Survey (SAS): Health Care and Social Assistance.”

ASPA’s 68th National Conference
Washington, DC • March 23-27, 2007
www.aspanet.org/2007conference

School-Based Health Care

Patrick Dugan, 10, son of Army Master Sergeant Scott Dugan (right) and Jennifer Dugan (left) of Watertown, New York, visit Capitol Hill with the National Assembly President Dugan credits the support of the school-based health center to ease his concern about his family while he focused on his duty to bring 93 soldiers home safely.

Kaye Evans-Lutterodt/PR Newswire

See GOVERNORS, pg. 2
See TRUST, pg. 2
See SALARIES, pg. 10
See GOVERNORS, pg. 2

PA TIMES
A Powerful Voice for Public Service . . .

AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION
VOL. 30 NO. 3 MARCH 2007
NSA, CIA and DHS Agencies Least Trusted by Americans

From TRUST, pg. 1

agencies are:
- • U.S. Postal Service 83%
- • Federal Trade Commission 80%
- • Bureau of Consumer Protection 79%
- • National Institutes of Health 71%
- • Census Bureau 68%

The five least trusted federal agencies, according to the Ponemon Institute study:
- • National Security Agency 19%
- • Central Intelligence Agency 21%
- • Department of Homeland Security 22%
- • Office of Attorney General 23%
- • Transportation Security Administration 25%

“Because choice is often not an option for the citizens served by many public agencies, the preservation of individual privacy is of critical importance to maintaining the people's trust in government,” Ponemon said. “The U.S. Postal Service has a personal, daily relationship with most of us, and their consistently strong record of trust in our annual studies shows that they take that responsibility seriously.”

Other notable findings in the “2007 Privacy Trust Study of the United States Government” include the third year in a row the USPS has held the rank of most trusted federal agency, the dramatic drop in trusted status by the Veterans Administration following a massive data loss incident during the year studied. Also of note, the average privacy trust score of all 74 agencies studied fell from 47 percent to 45 percent; the benchmark average score from the study's first year was 52 percent.


Five Western Governors Take Initiative on Greenhouse Gases

From GOVERNORS, pg. 1

on existing greenhouse gas reduction efforts in the individual states as well as two existing regional efforts. In 2003, California, Oregon and Washington created the West Coast Global Warming Initiative, and in 2006, Arizona and New Mexico launched the Southwest Climate Change Initiative.

Individually, the five states have shown national and international leadership as they tackle global warming; each state has adopted or committed to adopting state reduction goals, clean tailpipe standards, mandatory emissions reporting and renewable portfolio standards to accelerate the transition to non-fossil fuel based energy sources.

“Today's announcement shows how the West continues to lead the way in addressing the most pressing environmental challenge of our time,” said Governor Ted Kulongoski. “Together, we are putting ourselves on a path to reduce greenhouse emissions and create a sustainable energy future--a model and example for the rest of the nation.”

“With this agreement, states are once again taking the lead on combating global climate change–while Washington, DC, sits on its hands,” said New Mexico Governor Bill Richardson. “This historic agreement signals our commitment to tackling the problem head-on at the regional level and building on efforts in our individual states.”

Western states have suffered from prolonged drought, decreased snowfall, increased and earlier snowmelt, and more severe and devastating forest and rangeland fires in recent years as a result of changes in the climate. The just-released Fourth Assessment Report of the Intergovernmental Panel on Climate Change predicts that the Western United States will be especially affected by increased temperatures and climatic changes resulting from the build up of greenhouse gases in the atmosphere.

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The Challenge of Taking Property for Economic Development Post-Kelo

John Aughenbaugh, Chad Miller

The U.S. Supreme Court ruling in Kelo v. City of New London (2005) and a maestra in Virginia regarding eminent domain provide important insights for local and state economic development efforts. The Kelo case concerned a New London, Connecticut development plan that required the city’s private non-profit economic development entity (New London Development Corporation; NLDC) to purchase a number of private properties, some of which would be transferred to private developers as part of the city’s long-term plan to raise the community’s tax base.

Some of the property owners, including a number of home owners, were unwilling to sell, and challenged NLDC’s action on the grounds that the plan would lead to their being used for non-public purposes (use by private developers). As such, this taking of their property would violate the Takings Clause of the 5th Amendment of the U.S. Constitution. The Takings Clause states that government may not take a person’s private property as long as the “taking” is used for a public purpose and the property owner is given “just compensation.” In this case, the Court held in favor of New London, Connecticut, the Court was left to second-guess the decisions made by local authorities.

In the months after the Kelo ruling, the Court was strongly criticized by elected officials in both political parties and at all levels of government. The Court made clear that it was not endorsing New London’s actions but merely holding them constitutional. However, critics emphasized that the case and subsequent ruling was a prime example of local government planning run amok, that if people could lose their homes and property and that other private property owners may benefit, then things needed to change.

Much of the criticism highlighted a dichotomy many state and local government officials encounter today—the public expects them to provide jobs and improve a community or the city’s economy, but not if doing so means some citizens will have to sacrifice and be hurt in the process. The Kelo ruling backlash culminated in dozens of states considering proposed legislation that would limit the eminent domain powers of government. An extreme example was in California where government regulations that tangentially affected private property could lead to the government providing compensation for property owners not being able to fully use their land.

In our state of Virginia, the state legislature is presently considering over 20 pieces of legislation concerning eminent domain powers. Some of these bills deal with run-of-the-mill elements of that power (like quo warrants in condemnation cases), but others could lead to amendments of the Virginia Constitution and would effectively limit amendments that have been made to the state of Connecticut, the Court was left to second-guess the decisions made by local authorities.

As part of the Heartland Corridor, a public-private partnership created to improve the movement of freight by railroad from the congested port areas to the Midwest, several intermodal facilities have been planned along the Norfolk Southern (NS) rail line. A similar facility in Virginia attracted $500 million in investments, created 5,000 jobs, and improved the competitiveness of companies in the area. Further, state officials have said the corridor could take 200,000 trucks off the congested roads near the coast.

With federal funding appropriated for the needed improvements, NS started a secretive search for fifty acres of relatively flat land served by both rail and highway. The 70% state funded $18 million intermodal facility near Roanoke.

The cases also highlight the need for transparency and to explain the justification for public action to citizens. In the Elliston case, NS took a ham-handed approach and only belatedly made an effort to explain its reasoning, but NS is not in the economic development business.

Economic development is an externality of the development business. To some the Elliston debate seemed a classic NIMBY (not in my backyard) debate, but to those involved, it was about democracy. Thus, roughly the debate was about self-government and the democratic right for communities, and not corpora-
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EVEN though there are differences in the Kelo and Elliston cases, both involve state sanctioned use of eminent domain for economic development purposes, and both have important implications for government. The most obvious is that using eminent domain for economic development is a contentious and ethically fraught proposition. The cases point to how state and local governments may have an array of powers at their disposal to promote development, but they should be mindful that such powers are hardly ever exercised in a vacuum. The courts may grant approval of the use of eminent domain as part of a development plan, and the public may clamor for elected officials to grow the economic pie to benefit them. Yet, the method and context in which a power is used often requires the skills and reflection of a diplomat.

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After years of reduced federal support from Congress, the Bush Administration, state and local governments have recently been aggressively pursuing new sources of revenue to meet the service requirements of its citizens. Increasing taxes on gasoline, real property, or even sales taxes are widely viewed as anti-business, anti-citizen and the equivalent to political suicide.

Great Need for Public Funding
The need for additional public funding can be seen everywhere. Public hospitals and local emergency rooms are over run with patients with insufficient healthcare. The healthcare crisis impacts a number of societal support systems including entrepreneurship, high school graduation rates and employment. Without sufficient healthcare Americans will experience a diminution in their standard of living.

Public education is in equally bad condition. The cost of educating students has escalated to the extreme. In the District of Columbia, the average cost per pupil is in excess of $13,000 for students and well in excess of $21,000 for special needs students. Many schools have been forced to build new buildings to accommodate the rising number of students. The schools have been forced to cut costs and have done so by laying off teachers and cutting back on other services such as extracurricular activities.

Despite the enormity of these structural problems they do not dominate the landscape in thought or resource allocation. Major crises are also allocated to HIV/AIDS, geo-political conflict, the demise of manufacturing in the U.S. economy and environmental concerns. Money alone will not solve any of these problems, but sufficient financial support would go a long way toward helping to frame these issues for better management and potential resolution.

Typical Asset Sales
Governments have been buying and selling assets for centuries. For example, in 1803 through the Louisiana Purchase, the United States acquired over $30,000,000 acres of western land from France at a cost of about $0.03 per acre, with interest the total purchase price was over $23,000,000.

Dutch traders purchased the island of Manhattan from the Lenape Indian Tribe for $0.00003 per acre. After years of reduced federal support from Congress, the Bush Administration, state and local governments have recently been aggressively pursuing new sources of revenue to meet the service requirements of its citizens. Increasing taxes on gasoline, real property, or even sales taxes are widely viewed as anti-business, anti-citizen and the equivalent to political suicide.

The process is often a contentious one, but it is designed to deliver better more efficient services to government constituents. So far, the results have been fairly inconsequential and the source of the bid protest litigations. Nevertheless, it is clear that the major push to move out of management in-house, is in the area of public service delivery includes privatization, competition and asset sales. Lottery sales by governments remain a subject of great debate. The down-side to the sale of state lottery assets does not loom as large as the potential benefits. State lotteries are not an issue of oversight and local custom. What is perceived harms would result. Private operators have such significant potential to reduce costs, promote efficiencies and increase partnerships in the short run that there is probably no real need to dramatically change the nature of lottery operations.

In the longer term, the question of aggregation and expansion will run directly to the issue of oversight and local custom. What is clear is that the parameters of this discussion could change.
NEW FOR SPRING

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Libraries Key to Building Local Economic Base

Researchers Find Public Libraries Impact Human, Physical and Community Capacity

Evanston, IL—Public libraries build a community’s capacity for economic activity and resiliency, says a new study from the “Urban Institute. Making Cities Stronger: Public Library Contributions to Local Economic Development” ads to the body of research pointing to a shift in the role of public libraries—from a passive, recreational reading and research institution to an active economic development agent, addressing such pressing urban issues as literacy, workforce training, small business vitality and community quality of life.

In this era of economic transformation, the business of public libraries is being recast. Public access to digital information and technology is a draw for libraries. Their open structure, combined with the power of new digital collections, technology, and media, position them to help communities make the transition from manufacturing and service economies to high tech and information economies.

The study shows specific ways local governments, agencies and libraries are working together in four areas:

• Early Literacy Services are contributing to long-term economic success. Significantly, the correlation between investment in early literacy and long-term economic success is documented, public libraries are expanding beyond their traditional story time services, engaging in high-impact strategies with community partners. They are leading public awareness campaigns, reaching new mothers with materials and resources that promote reading early and often.

• Community-wide training on early literacy with home and professional child care givers is increasing levels of school readiness and success.

• Library employment and career resources are preparing workers with new technologies. With an array of public computers, Internet access, and media products, public libraries are a first point of entry for many new technology users. Now, public libraries are not just an update of the original text, but an original and thought-provoking sequel that will enliven public administration research and education for some years to come.”

Michael Spicer,
Cleveland State University

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Does the Public Win with Lottery Sales

The sale of public assets has been well documented throughout history as a viable alternative for government financing, acquisition and expansion. Since the sale of public assets has been deemed to be in the public interest and lotteries closely resemble those other assets, the most important question is how does the public win. The public wins from good planning, compensation, a fair regulatory scheme and good legal and advisory counsel, fair market entry costs to prospective and existing small businesses are reduced and new jobs are created. Libraries are also in the vanguard of trying new strategies.

• Public library buildings are catalysts for physical development. Libraries are frequent local destinations. Urban Institute researchers repeatedly found that public libraries are highly regarded, and are seen as contributing to stability, safety and quality of life in neighborhoods. Among private sector developers of malls, commercial complexes, use developments and joint-use facilities, libraries are gaining recognition for other qualities—their ability to attract tremendous foot traffic, provide long-term tenancy, and complement neighboring retail and cultural destinations.

The study concludes that public libraries are positioned to fuel not only new, but new economies because of their roles in building technology skills, entrepreneurial activity and vibrant, livable places. The combination of stronger roles in economic development strategies and their prevalence—16,000 branches in more than 9,000 systems—make public libraries stable and powerful tools for cities seeking to attract and build new businesses.

Evanston, IL—Public libraries build a community’s capacity for economic activity and resiliency, says a new study from the “Urban Institute. Making Cities Stronger: Public Library Contributions to Local Economic Development” adds to the body of research pointing to a shift in the role of public libraries—from a passive, recreational reading and research institution to an active economic development agent, addressing such pressing urban issues as literacy, workforce training, small business vitality and community quality of life.

The question of whether the money will be evaluated fairly.

Researchers have to be addressed upfront and evaluated fairly.

The question of whether the money will be used appropriately, is another matter. Lottery proceeds are all targeted for education, senior citizens, the environment, or the general fund. If these essential qualities are not preserved it is not clear what impact it will have on future revenue streams.

How the Public Wins
To accomplish its goals the state leadership should begin with a clear endgame in mind. A focus on outcomes is critical to structuring the best deal possible. To assist in this effort securing strong legal and deal structuring advice is paramount. The same should be free of self-interest and undisclosed conflicts, which normally plague these kinds of asset sales.

Jay Young served as COO of a state lottery and has over 20 years experience as a corporate attorney, management expert, and advisor of capital investments. The views expressed are those of the author and should not be otherwise attributed. E-mail: dealguru@hotmail.com.

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Taking the Time to Rebuild Trust in Government

Christine Gibbs Springer

If there is one thing that is common to every individual, relationship, team, family organization, nation, economy and civilization throughout the world that if removed, destroys the most powerful government, the most successful business, the most thriving economy, the most influential leadership, the greatest friendship and the strongest character … that one thing is trust. Today, it is more important than ever to public managers as trust in government wanes.

In today’s complex environment, organizations must be flexible. They must be able to adapt to constant change. However, change cannot be accomplished if the organization is riddled with distrust within and from without. Empowerment, reengineering, flattened organizations, cross-functional teamwork, organizational learning—while worthy—do not work without solid foundations of trust.

Organizational trust is based on three imperatives: delivering results, acting with integrity and demonstrating concern. Community trust is rooted in contribution and responsibility.

Trust is important to public managers because it directly affects the speed and cost of getting things done. For example, consider the time and cost of airport security after September 11, 2001, or the costs for Sarbanes-Oxley Act compliance. The good news is that lost trust can be restored at the community and at the organizational level but not without time and concerted effort.

In high-trust organizations, people trust each other, their leaders and the organization as a whole. They deliver the results needed for the organization to meet its commitments by establishing clear, ambitious performance targets, paying attention to the details of executing new initiatives and providing consequences for success and failure. They act in a consistent and cohesive manner by defining strategic priorities clearly, confronting reality and dealing head on with negative information and challenges, having open agendas, and following through on commitments.

When circumstances outside their control preclude them from keeping their word, they are as honest as possible about the conditions that led to the change of course and understand that even when forces out of their control change things, their reputation for trustworthiness may suffer if such events occur frequently because people will begin to assume that they do not have the competence to make the right decision. That is why they act quickly to halt trust erosion by taking responsibility for the problem.

High-trust organizations also demonstrate concern for their employees by building a one-vision, one organization mindset, showing confidence in employees by doing things like letting them manage their own time without time clocks, establishing familiarity and dialogue between top managers and frontline employees through regular get-togethers or by simply walking around and visiting informally with them, and recognizing employee contributions either in a formal (award) or informal way (pat on the back).

Community trust is rooted in contribution and responsibility. To me, contribution is the intent to create value instead of destroying it and the process of giving back instead of taking. Principles of contribution and responsibility resonate personally and societally.

Microsoft founder Bill Gates, U2 lead singer Bono and Oprah Winfrey are all high profile contributors, but the world is full of individuals contributing time, energy and money in their communities. These two principles are enhanced by today’s trend toward global citizenship and corporate social responsibility. Firms like Intel, Wells Fargo and Procter & Gamble are named by Business Ethics Magazine as the “Best Corporate Citizens” because they recognize that doing good is no longer an added value to their business, it is part of the business itself.

This, of course, is not a new idea. Intentional virtue was part of the original concept behind Adam Smith’s free enterprise system. Restoring trust once it is lost may at times be difficult, but in most cases, it can in fact occur and even result in enhanced trust levels. It means rebuilding trust in countries, institutions, industries, professions as well as in other people generally. As an example, in the Republic of Ireland, leaders over the past 30 years have changed the nation’s focus from inward to outward. They have moved the nation from economic independence to interdependence and have reformed an outdated educational system making Ireland of today one of the world’s leaders in education.

Trust in organizations can be quickly eroded intentionally or unintentionally putting managers, the organizational architecture and culture under pressure. It takes time and effort to build an architecture that supports trust and even more time and effort to change or rebuild that structure.

Having a trust sustaining architecture reinforces rather than undermines trust within the organization by promoting aggressive outcome targets, developing aligned performance accountabilities, building high-ownership in outcomes, ensuring superior talent at every level, maintaining systems to share information and instituting a few rigorous strategic controls such as independent bodies rather than the typical immediate boss to report to.

That architecture is shaken when highly visible mistakes cause people to question a leader’s or an organization’s ability to deliver results and keep commitments. In order to maintain trust, it is often necessary for a manager to take responsibility for the problem, learn from the mistakes and take decisive action to correct errors. Putting too much emphasis on delivering results can also sometimes encourage ethical violations and over time erode trust in leaders and the organization.

Stringent controls may prevent ethical violations however, they may also hamper the autonomy and initiative needed for results. To resolve this dilemma, managers often choose to establish appropriate safeguards that prevent blatant violations without hamstringing employees. They may, for example, conduct a bi-annual organizational audit to insure that ethical violations are not motivated by the organization’s culture.

Command and control management sometimes occurs when the drive to achieve results comes without any regard for employees. This threat to trust is often best addressed by the development of new values and principles as well as instituting new formal and informal practices that demonstrate concern for employees such as an emphasis on personal development.

Downsizing and reengineering also threaten any trust infrastructure. Negative impacts of both are most often minimized by communicating straight forwardly, directly and truthfully about what is happening and why as well as providing ample support for those affected.

Extending trust to communities, to other organizations and to one another within an organization can bring great dividends and also create the possibility of significant risk. Inspiring trust is a prime differentiator between a manager and leader as well as the prime motivator for successful enterprises and relationships. Public managers today are leaders who build and maintain trust-sustaining organizations because they have learned how to manage with trust. They use good business judgment and good people judgment to enhance their commitment, instinct and intuition rather than being gullible, indecisive, and suspicious of themselves and others. As a result, they extend and inspire others and find that trust is reciprocal making all the difference in their own life and in others’.

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Rutgers University- Newark
The Search for Talent: Attracting Baby Boomers to Govt.

Bob Lavigna

Robert Gomperts was a successful businessman for 40 years. Like so many of his generation, he was deeply moved by John F. Kennedy’s call to service, but he had a young family and the right opportunity for public service never came along. By age 59, though, he was done with the business world; no more to accomplish, no desire to do more of the same. But traditional retirement didn’t suit him—he had too much energy, too much curiosity, and no interest in golf. Robert wanted additional income to assure financial security and, besides, he had some unfinished business relating to that call to public service some years before. So he went looking for a job in the public sector.

The deck was stacked against him in a million ways, but he got lucky. The Virginia Department of Agriculture was looking for a marketing director with his exact skills and, amazingly, he got the job. Someone in the Virginia state government was creative and bold enough to hire a 60-year-old guy with no public sector experience! It was a great match. While Robert was successful in the private sector and found the work gratifying in many ways, working in Virginia state government for five years was the most interesting, challenging and satisfying part of his professional career. Robert Danbeck was one of IBM’s brightest stars. As the IT and business solutions giant worked to expand its global footprint, IBM chose Danbeck to lead HR offices in Hong Kong, then Beijing and, finally, Bangalore. In 2003, the 35-year veteran of IBM decided that it was time to retire, but he knew that he had more gas in the tank and began searching for a new, rewarding professional challenge. What he found was an opportunity to work for his country in government. Danbeck went to work for the U.S. Office of Personnel Management, where he is taking a leadership role in attracting talented Americans to federal service.

Ann Vande Vanter was a CPA with almost 30 years of experience in the private sector, including serving as a senior executive. Despite her success, Vande Vanter was appalled at the Enron and WorldCom accounting scandals and how they had shaken her industry. She wanted to do something different; something that would make a positive difference. So, she took her skills and experience to the Internal Revenue Service, where she is today.

These stories, hardly unique, are too rare. The first of the 70 million baby boomers—people like Gomperts, Danbeck and Vande Vanter—have already begun entering their sixties, which means millions of Americans will soon be retiring from the workplace. Not only will this wave of retirees be the largest in U.S. history, it will also be the healthiest, best educated and most affluent. In other words, retiring boomers are a tremendous asset for our country.

Government will be hit hard by the boomer retirement wave. The federal government (the nation’s largest employer) will lose more than 550,000 employees over the next five years, the majority through retirement. State and local governments will be hit just as hard. With this kind of turnover looming, government at all levels need to expand the search for new talent. This search should reach out to the large cohort of retiring boomers from the private and nonprofit sectors.

Getting experienced workers from “outside” to enter government service won’t be easy. There are many barriers, starting with the recruiting and hiring process. For example, had forgotten she’d even applied to the IRS when she was called, a year later, for an interview. And that’s just one example.

There are also cultural and attitudinal barriers to bringing in experienced outsiders. But logic and necessity dictate the need to explore where, and how, government can attract larger numbers of older workers. This can be a huge win-win. Many older Americans will win by finding meaningful opportunities to apply their talents and experience in critically-important work. And government (and by extension, America) will win by having an influx of new talent to work on the most pressing issues facing our nation.

The Challenge:

Brain Drain + Thin Bench = Trouble
Every day, we rely on our government to deliver vital services. Unfortunately, at this critical time in our nation’s history, government faces an unprecedented exodus of talent as the generation that answered President Kennedy’s call to service nears retirement.

Good government requires good people, and the loss of experienced talent is one of the gaps to undercut an organization’s effectiveness. When this loss occurs rapidly and in critical positions, the results can be devastating. For example, the departure of top-level employees at the Federal Emergency Management Agency is cited as a key reason FEMA failed to respond effectively to Hurricane Katrina.

Obviously, most major organizations will lose talent as boomers begin to retire, but government is particularly vulnerable because government workers are older, on average, than their colleagues in the private sector. For example, 60 percent of federal civil servants are over age 45, compared to 40 percent in the private sector. According to U.S. Office of Personnel Management estimates, 58 percent of federal supervisory and 42 percent of non-supervisory workers will be eligible to retire in FY 2010. And the federal government isn’t alone.

Frank Benest, a veteran city manager in Palo Alto, California, is working to recruit a new generation of managers in the face of what he calls a “demographic tsunami”—far more managers planning to retire than young people to replace them. As Frank describes it, whenever city managers get together for conferences, “All you see is gray hair.”

According to the International City/County Management Association, in 1971 only 5 percent of city and county supervisors were aged 51 to 60. By 2002, that number had skyrocketed to 43 percent. Today, it’s undoubtedly even higher.

Numbers like these are frightening enough, but there’s also the continued low regard the public has for government. According to the University of Michigan Institute for Social Research, trust in government is down from 76 percent in 1964 to 34 percent today. Research by the University of Akron’s Dr. Dennis Doverspike has shown that there is a strong link between trust in government and interest in government service.

All of this adds up to a gathering crisis that threatens to undermine our national strength.

In this column, I’ve chronicled some of the approaches I believe government needs to emphasize—approaches like recruiting aggressively on our college’s campuses; developing internal talent; leveraging the next generation of leaders; and doing workforce planning to identify and fill talent gaps. But, I’ve also argued that there’s no silver bullet—no one-size-fits-all solution to the talent drain in government. What we really need, according to one observer, is “silver buckshot.”

Match Game:

Retiring Boomers and Government
Accuracy: The baby boomer exodus will create human capital challenges for government, part of the solution may be on the flip-side of the same coin. The retirement of the baby boomers will also create a new reservoir of experienced talent for government to draw from. Several factors suggest that recruiting retirees into government service would be a good fit for both the retirees and for government.

Numbers Match. While government loses millions of baby boomers over the next several years, including many senior-level employees, the number of Americans age 55 and older will increase by more than 9 million in the next five years. And many of these people don’t want to retire to a life of leisure. To the contrary, many want to continue to work, but in jobs that make a difference. AARP polls show that eight in 10 members approaching retirement age plan to continue working.

Interest Match. Not only are more and more older Americans interested in working after retirement, but they are also increasingly interested in civic engagement. A 2005 survey by the nonprofit organization Civic Ventures showed that 58 percent of those in their 50s want to do work that will improve the quality of life in their communities.

It’s striking that that nearly 500,000 people volunteered through the federal Senior Corps program in 2005. This proves that there is an appetite among older Americans to contribute to their communities. Plus, many retirees from the private sector do not have the same financial needs as they did earlier in their careers, and they are more concerned with having a good quality of life. Government employment can be a great option.
Older Americans Can be an Asset

From BOOMERS, pg. 7

Government also offers a good match for many boomers because it can offer one of the most important things that retirees seek—workplace flexibility. Perhaps most important, government service offers unique opportunities to work on challenges on a large and consequential scale. For example, Wayne Hettenbach left private practice to be a trial attorney in the U.S. Department of Justice’s Environmental and Natural Resources Division. He prosecutes cases involving violations of endangered species law. “Public service was always something I wanted to do ... I was always interested in being a federal prosecutor,” Hettenbach said. “Today I prosecute people who are involved in violating the endangered species law. It’s a great job ... and it’s a job that is unique to government.”

Skills Match. One of the most attractive things about government as a post-retirement employment option is that there are government jobs in almost every occupation. Many people who are looking to change jobs in their 50s and 60s are not necessarily looking to change professions. In fields like law, health care, accounting, engineering, and hundreds of other occupations, there is work in government that will not require significant retraining.

In addition, just as public sector jobs are becoming more highly-skilled and white collar, so is the 55 and over population. While less than one-third of today’s adults aged 70 to 74 have at least some college education, more than half of people aged 55 to 59 are college alumni.

Fed Experience: Changing the Status Quo

While the concept of attracting baby boomers to government for “encore careers” may sound simple, giving it life will not be easy. Convincing and enabling government to tap into the talent pool of older Americans will require major change within government, an institution not known for its agility.

That’s why the Partnership for Public Service has launched a project—called Fed Experience—to explore the feasibility of attracting larger numbers of older workers to government. Although the focus of the program is the federal government, we believe strongly that what we learn in Fed Experience will also offer lessons for all levels of government.

Throughout 2008, the Partnership will conduct comprehensive research to “learn the facts” about the feasibility of hiring baby boomers into government. These are largely uncharted waters, and little is known about what works and what doesn’t when it comes to hiring Americans aged 55 and older into government jobs.

Our research will fill these gaps by:
1. Analyzing federal hiring data to find out how much the federal government is already hiring experienced workers—by agency, occupation and grade level.
2. Conducting in-depth interviews with senior hiring managers and human capital executives to discuss, among other things, their attitudes about hiring from outside government; their perceptions of the need, value and feasibility of recruiting/hiring baby boomers; approaches that have enabled agencies to successfully hire and retain older workers; specific workplace flexibilities that offer the best potential to attract and retain experienced workers; and how to improve federal government’s ability and willingness to hire these people.
3. Interviewing recent experienced hires from outside government to obtain first-hand perspectives on what works, and doesn’t work, in the hiring process and in the federal workplace.
4. Analyzing the federal hiring process, including reviewing a cross-section of federal job announcements to find out if they contain unintended barriers to hiring experienced workers.
5. Surveying a national sample of older Americans to determine their interest in, and attitudes toward, encore careers in government. We will ask about:
   • Their interest in government encore careers;
   • The specific type of work they are interested in;
   • Their needs and expectations, including for workplace flexibility;
   • Their views and perceptions about government and government careers;
   • Barriers to government employment;
   • Ways to overcome these barriers.
6. Reviewing and analyzing barriers that inhibit government efforts to hire older workers. In this step, we will talk to key officials in federal agencies, unions and professional associations; as well as thought leaders in professional organizations, and state and local government.

Our goal is to identify specific actions government can take to attract, hire and support older Americans. The research will also create the framework for the next phase of Fed Experience—a pilot program with selected federal agencies to apply the lessons from the research. The pilots will, we hope, lead to the development of a pipeline of skilled older workers for government jobs, streamlining the hiring process, and ensure that the federal workplace has the right environment and flexibility to enable older workers from “outside” to succeed.

Of course, hiring retired boomers should be done in a way that is sensitive to the legitimate expectations of current employees. The search for talent is not a zero-sum game, and strategies to hire outside talent should be complemented by careful attention to the developmental needs and aspirations of current employees. Efforts to hire experienced workers should also include military retirees, another exceptional source of talent.

We know that older Americans can be a tremendous asset to government. Now is the time to begin a concerted effort to enable larger numbers of experienced workers to serve our country through government service. Doing so will be good for America’s older workers—and good for America.

This column was adapted from the Partnership for Public Service white paper “Are You Experienced? How Boomers Can Help Our Government Meet Its Talent Needs.” The full report is available on www.ourpublicservice.org.

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The Administration of Chairs Revisited

H. George Frederickson

Thirty-three years ago Donald and Alice Stone published their classic “The Administration of Chairs,” in the Public Administration Review. It still stands as one of the funniest and most clever articles ever to appear in PAR. Because most younger scholars and practitioners are not familiar with, “The Administration of Chairs,” as a public service, I have, with permission of ASPA, extracted several key paragraphs from their article and reprint them here.

“Forty Years of investigation and experimentation can be summed up in a single proposition: The success of a gathering of any kind is largely determined, not by speaker, subject matter, or participant, but by size, comfort, number, and location of chairs.”

“Universities are allocated funds for the study of proctology, but nothing for the design of chairs nor for information and management systems essential to their proper use. This is shortsighted, inasmuch as most of the patients of proctologists have been subjected to improper chair sitting.”

“As in other scientific fields, the starting point of this new science of chairs is identification and classification. Common categories include folding chairs, easy chairs, occasional chairs, rocking chairs, high chairs, swivel chairs, reclining chairs, electric chairs.”

“There are chairs of authority: captain’s chairs, presiding chairs, judgment seats, and thrones.”

“There can be some confusion in fitting the chair to the occasion, well illustrated by the story of the lady having a tooth extracted by her dentist. She was tense and fearful. When seated in the chair, she said anxiously, ‘I would as soon give birth to a baby as to have a tooth pulled.’ ‘Please,’ replied the dentist, ‘make up your mind. It makes a difference in how we adjust the chair.’”

“‘Please,’ replied the dentist, ‘make up your mind. It makes a difference in how we adjust the chair.’”

“A recent survey shows that only 6 percent of public administrators, 7 percent of professors, 4 percent of secretaries, and 19 percent of hotel and other institutional employees currently apply the requisite of chair administration by institution or accident. Thus, the final principle is arrange the chairs yourself to insure a successful meeting.”

“It is not by accident that one of the best organizers in history had a supper meeting with his disciples as a last contact. The table portrayed as long and narrow, with Judas at the end. Had the table been circular, who knows what might have happened.”

“Circular patterns for face-to-face interaction are ideal to facilitate exchange of views and consensus decisions. They symbolize equality and the importance of every person’s contribution.”

“Learning research shows that sitting in rows in front of a classroom teacher inhibits learning, especially children learning from each other. If children can learn from each other, perhaps adults can, too.”

“‘One of the most stubborn obstacles to implementing chair management principles is the universal optimism that two or more will benefit not only from the wisdom and insight in Public Administration with an Attitude, but from the pervading theme of the honor and dignity of public service. Practicing public servants will enjoy the rich use of examples, the telling of great public administration stories, and especially the descriptions of public administration heroes and heroic moments.

This book is a lot more interesting than a spreadsheet (...and more accurate)!
Legislators’ Salaries Decrease

From SALARIES, pg. 1

Among the key findings:

- There is a wide variability in basic compensation for state lawmakers. For instance, legislator salaries ranged from a low of $100 in New Hampshire to $110,880 in California in 2005.
- The average salary of all state lawmakers in the 50 states was $25,908.
- Full-time lawmakers in “professional” legislatures received higher salaries, while lawmakers in “hybrid” and “citizen” legislatures received much lower annual salaries.
- During the 30-year period, legislators’ salaries in all but three states—Alabama, New Hampshire and Texas—steadily increased in current dollars. But in Consumer Price Index adjusted dollars, legislator salaries increased in 22 states and decreased in 28 states.
- The average legislator salaries were highest in the Eastern region, and lowest in the Southern region. Average salaries for lawmakers in the Eastern region increased nearly 17 percent during the study period, while salaries of Southern legislators dropped by 29 percent.
- The average salary in states with annual sessions in 2005 was more than three times the average legislative salary in states with biennial sessions.
- The average salaries of state legislators have been lower than salaries of top officials in the executive and judicial branches.
- Legislators in the professional legislatures earned about 60 percent of what members of Congress earn.
- Overall, while per capita income of the American people increased 30.6 percent from 1975 to 2005, legislative salaries have dropped by more than 6 percent.

The report will be available for purchase through the CSG website at www.css.org.
NAGC Publishes New Association Web Site

Falls Church, VA—The National Association of Government Communicators recently unveiled the association’s newly redesigned Web site at www.nagc.org. The Web site is the first step in a series of enhancements planned to increase member value through networking of resources and opportunities, establishment of interest groups, and more.

Hispanics in Federal Government Continue Ascent

Washington, DC—The U.S. Office of Personnel Management’s Sixth Annual Report to the President on Hispanic Employment in the Federal Government shows Hispanics continue to represent an increasingly greater share of the nation’s civil servants. The report indicates while overall employment in the 1.6 million strong permanent Federal workforce dipped last year by more than 10,000 employees, the number of Hispanics among the nation’s civil servants grew by more than 1,000, to more than 126,000.

A complete copy of the annual Report to the President on Hispanic Employment in the Federal Government can be viewed at http://www.opm.gov/Diversity/Hispanic/index.asp

State Alliance for e-Health Holds Inaugural Meeting

Membership, Strategies to Improve U.S. Health Care Unveiled

Washington, DC—The newly appointed members of the State Alliance for e-Health today formally launched a state-led, collaborative effort to improve health care through electronic health record sharing. Co-chaired by Tennessee Governor Phil Bredesen and Vermont Governor Jim Douglas, the State Alliance brings together governors, attorneys general, state legislators, insurance commissioners and other experts to address state-level health information technology (HIT) issues and challenges to enabling appropriate, interoperable, electronic health information exchange (HIE).

Currently, personal health information is scattered across various organizations, including physicians’ offices, hospitals, insurance companies and pharmacies. Sharing health information electronically can help doctors provide more efficient and better quality health care services to their patients. Through electronic health information exchange, patients will have access to their health information, which will allow them become more active participants in managing their health.

“Americans understand the improved quality and reduced costs associated with making health information available to them and those who care for them—in fact, studies show a clear majority of Americans favor personal and physician access to their medical information across a secure electronic network” said Gov. Bredesen. “The State Alliance for e-Health will develop solutions that will make this possible.”

During the day-long meeting, State Alliance members will receive input from the U.S. Department of Health and Human Services (HHS) and the public and participate in dialogue focused on the areas of health information exchange, protection of health data and state laws and contracts that have impact on the practice of medicine in HIE.

Members also will discuss the vision and goals of the State Alliance and set priorities for its work in 2007.

“Health information technology has been demonstrated to save lives and reduce health costs,” said Massachusetts State Senator Richard Moore. “If states work toward encouraging investment in health IT, the dividends for all Americans are enormous.

The State Alliance for e-Health was developed by the National Governors Association Center for Best Practices in collaboration with the HHS Office of the National Coordinator for Health Information Technology.

State Workers Speak Out for Greater Protection of Public Health and Safety

Hartford, CT—Engineering, scientific, and technical professionals working for the State of Connecticut applauded the recommendation to invest in the Department of Transportation’s workforce announced by Governor M. Jodi Rell in her budget proposal last week. However, they are concerned that filling positions that have remained vacant for more than four years still leaves the state relying on costlier, unaccountable private consultants for critical public safety functions on a wide variety of projects.

State workers will testify at a General Assembly Public Hearing Thursday in support of proposed legislation that would improve accountability on projects where public health and safety are at stake. The Labor and Public Employees Committee hearing will be held at 2:00 p.m. in conference room 2E of the Legislative Office Building in Hartford, located at 300 Capitol Ave, and is open to the public.

“We appreciate the governor taking this important first step toward eliminating what has become an unacceptable fourth branch of government in Connecticut” John Baier, transportation principal engineer in the State’s DOT, observed of her proposal to fill vacancies in the agency. “Several high-profile scandals involving the privatization of public transportation services have created a climate in which our elected officials are more willing to make an investment in our State workforce” he added.

In their comprehensive report HIGHWAY ROBBERY: How Contracted-Out Transportation Projects, members of CSEA/SEIU Local 2001 recommended the DOT could save taxpayers $7 million annually by investing in its own engineers. The report was reissued in the wake of the “Little Dig” on I-84 scandal last fall, and new estimations for 2006 based on unexempted, unmanaged projects, previously capped fees for projects involving federal funds show private design consultants will cost taxpayers $44,700.0 annually more than an equivalent state worker.

“We’re concerned about the continuing waste of taxpayers’ dollars on over-priced consultants” Doody said of the opportunity to testify on behalf of the legislation up for public hearing. “After years of grassroots advocacy at the legislature, we have an opportunity to make ‘clean contracting’ a reality in Connecticut” he added.


NAPA Announces New President

Washington, DC—The National Academy of Public Administration (Academy) Board of Directors has appointed Jennifer L. Dorn as the new president. A Fellow since 1992, Dorn brings to the position 30- years of management and leadership experience spanning the government and non-profit sectors. In these positions, she has displayed a vigorous commitment to public service and the ideals for which the Academy is known and so well regarded.

Dorn will undertake her new responsibilities on March 1, 2007. Until then, Howard Messner will continue to serve as president.

A four-time presidential appointee, Dorn has tackled some of our most important public administration challenges. Currently, she serves as the U.S. Representative on the Board of the World Bank, a global cooperative owned by 184 member countries, dedicated to the elimination of poverty around the world. From 2001 to 2005, she was Federal Transit Administrator, leading a $7.2 billion federal program to improve and support public transportation in communities across the nation.

Her other major government positions have included associate deputy Secretary of transportation, assistant secretary of labor for policy and director of the office of commercial space transportation, which was instrumental in the development of the private sector space transportation industry.

She has served two terms on the Academy’s Board (1997-2003), has made significant contributions as a member of several project panels, and played an instrumental role in initiating our development efforts.

If you have a press release for "Where Things Stand," contact Christine McCreren at cjewett@aspanet.org.
A Click Through Guide to ASPA’s Web site
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www.aspanet.org

Welcome
ASPA would like to welcome new and returning students to our members’ only area of the ASPA website at www.aspanet.org. Members can update their information and access electronic issues of ASPA’s premier journal Public Administration Review (PAR) from 1940-present. Members have access to current job postings in the Career area of the website and may post resumes online. Keep ASPA current on your mailing and email address by updating your membership information.

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Access, Participation, Impact: PAR Updates Web Pages

James Heichelbech

“He who by reanimating the Old can gain knowledge of the New is fit to be a teacher.” - Confucius, The Analects

Is the world changing too fast? My grandmother asks me what my home phone is every time I talk to her, and I have to explain that I don’t have a home phone—my cell phone is my only phone. And then I have to contact teenagers to conduct tobacco prevention research, only to learn that e-mail is dead, that I need to communicate through Instant Messaging.

With the advances in technology, the generation gaps seem to widen further by the day. It is as if language itself changes with fashion. How can we communicate and connect in such an environment? How can we sustain a sense of stability, tradition and meaning in our work and in our lives?

As it turns out—and this I have learned with fashion. How can we communicate and connect in such an environment? How can we sustain a sense of stability, tradition and meaning in our work and in our lives?

To which Vick, an assistant professor of political science and public administration at the University of South Dakota, responded, “I am honored and humbled to receive this award.”

This year’s award will be presented Monday, March 12 in 2006, Stillman and Jose Raadschelders shared their vision for PAR in their article “Why PAR?” We might ask the same question of PAR’s web presence. Why PAR on the web? In my role as Web Content Coordinator, I want to help PAR achieve its goals in three ways: Access, Participation and Impact.

Access

With changes in technology, it is not possible to simply note that there are new ways to do things and that trust old ways will remain. While PAR is available in print, not every publication is and more publications, including PAR, are available in some locations through electronic subscription only.

See PAR, pg. 15

Making the Multisector Workforce Work; Get Answers and Make a Contribution

ASPA, NAPA, & Management Concepts Present Workshop at ASPA Conference

Barbara Kress Beach

“Baby-boomers are waving goodbye to those of us remaining in the public workplace;” a long-time federal employee said to me recently. “When they do, you can feel the ground shift. You can see that the people you meet at the coffee pot, the mail room, and the meeting room are not all ‘people like me.’ They are working on my project, but their motives and their motivation feels different to me.”

Find out why and contribute to the understanding of how to make the new workplace work on Monday, March 26, from 8:30-11:15am.

“Capitalizing on Collaboration in a Multisector Workforce” is the subject of an important ASPA Professional Development Program at the forthcoming Washington DC, conference. Participants will hear federal agency leaders, learn from National Academy of Public Administration research, and have an opportunity to contribute to the knowledge gathered on this important management issue.

“This is everyone’s challenge,” said Hannah Sistare, Vice President Academy Affairs and Director Human Resources Management Consortium. “The models for implementing public programs have developed faster than our knowledge and ability to do them well.” Government employees, private contractors, and non-profit employees are working together. The goals for the companies, agencies, and organizations they serve may be similar, but almost everything else about how they work—and how they are paid and the benefits they receive, and to whom they really report—can be different.

The Multisector Workforce Professional Development session addresses a key priority identified by ASPA for 2007: How is the workplace changing, and how can we all contribute toward finding ways public servants, contractors, and nonprofits can accommodate to the changes.

This workshop is a knowledge-sharing session. NAPA will present a summary of the research to date. A panel of federal agency leaders will lay out issues and best-practices they have developed in this new environment. And a Knowledge Café will engage participants in identifying problems, issues, and solutions experienced in their own workplace. Then we will wrap it up to see how far we have come.

“The emphasis is on the practical,” saidAlethea Long-Green, “HR Director for Government Studies and the Program Area Director for Human Capital, we want to identify potential minefields and share what works. We want the session to engage participants and to make sure that their best experience and thinking become a part of the process.” The Academy will produce a paper based on the findings and recommendations of ASPA session and will distribute it to ASPA members and
Conference Collaborations

Wendy Haynes

I can hardly believe that a year has passed already and we’re heading into our annual ASPA conference, this year in Washington DC, at the Omni Shoreham, March 23-27. At the closing plenary session on the 27th, I will pass the gavel to Harvey White in a ceremony that commences his presidential year and many great things to come.

Your new president and your immediate past president will co-author this column next month as part of our plan to ensure continuity and creativity at the helm. We will celebrate accomplishments of the past year and foreshadow initiatives for ASPA’s new year.

For this month’s column, I have the great pleasure of providing several conference highlights that you may not have heard about before now. I cannot begin to do justice to the exciting array of events our conference leadership team—especially program co-chairs Meredith Newman and Doug Watson—have created.

But I will underscore just a few of the newer items.

Sage Advice: We’re especially pleased and proud to offer a warm welcome to Donna Shalala, president of the University of Miami, who will begin her stint as our new senior executive counselor, a post funded through the ASPA Endowment thanks to the great generosity of the Vaden-Rey Family Foundation.

To the delight of many, Shalala will address attendees at the two-day Student Summit and discuss a number of vital topics with your leaders, including strategies for re-energizing ASPA support from deans nationwide and facilitating a leadership summit of our association colleagues. Shalala’s presence throughout the coming year will serve as a visible symbol of ASPA’s important role in public administration.

With support from your leadership team, I’m also pleased to announce the following important new conference initiatives. The two items that follow are still works in progress with an eye to building on these initiatives in future years. Check your conference materials—and follow-up articles in PA TIMES and The Bridge—for more information.

Hallway of Heroes: Many of us—including the Pride Steering Group and the Conference Management Committee—have talked about ways to create a time and place during the conference to remember and celebrate those ASPA members we’ve lost in the past year.

This year, we plan to reserve an area in the Exhibit Hall all day Monday (the 26th) where any conference attendee who wishes may come to write a note of remembrance. The notes would be sent to the family of the departed member and copies kept in our ASPA archives.

ASPA staff will initiate the commemoration by including the fallen heroes who have come to our attention this year. We invite our conference participants to add to our commemoration during the conference by visiting the Hallway of Heroes.

Hallway Conversations: Issues raised by Irene Sharp Rubin in her fine 2006 Stone Lecture remarks about presidential violation of constitutional constraints (“Don’t Feed the Crocodiles: Public Administration’s Role in Restoring Democracy”) remain as central to public administration as they were a year ago. Indeed, subsequent events have done little to dispel the concerns Rubin articulated.

We plan to create a forum on Sunday morning (the 25th) for interested parties to engage in a lively dialogue on the topic—not as a matter of partisan debate, but as a topic central to the values we embrace in ASPA and in this field we cherish. We invite conference attendees to join us in this experiment in interactive deliberation. We plan then to publish a summary of the exchange in the PA TIMES and other venues.

By the way, the term “hallway conversations” was first coined by our own Meredith Newman and emerged during conference planning discussions when we noted that sometimes the most stimulating exchanges occurred in the hallways outside the panel discussions. We want to bring that spirit into the formal sessions more often.

Strategic Planning for ASPA: As described in detail in last month’s column, we will be seeking your input in an open forum at the ASPA business meeting during the conference on Monday, the 26th, 5:45-6:45pm. Ed Jennings and the Strategic Planning Task Force chairs seek insights on the following key questions:

- How effective has ASPA been in achieving its mission?
- What major developments in the environment need to be taken into account in positioning ASPA for the future?
- What challenges does ASPA need to address to succeed in achieving its mission?
- How can ASPA better define or redefine its role to add significant public value?

Let your voice be heard at the conference and through on-line avenues that will be announced later this spring.

I close this column with words that began the year in the piece I wrote with ASPA’s Executive Director Antoinette Samuel—“The Value of Membership in Professional Associations” (published by Park University International Center for Civic Engagement, March 2006): “In the years to come, we will find ourselves increasingly reliant on connecting and collaborating with those who share our passion for public service. ASPA offers a forum for connection and collaboration among those engaged in public service, policy, and administration in all its complexity. We may differ in our individual needs, depending upon whether we tilt toward study or practice of public administration, but we most certainly share a common bond in our passion for the topic. ASPA provides a home and launching pad for thought, action, and change. We invite participation and we welcome the challenge of this changing world.”

Many, many thanks for the privilege of serving as your president this past year. It has been a labor of love for this field we have chosen and I cherish this time with you, my colleagues and friends.

ASPA member Wendy A. Haynes is ASPA’s president and an associate professor and MPA coordinator at Bridgewater State College. E-mail: whaynes@aspanet.org

PA TIMES Best Article Award to be Presented at ASPA Conference

From PAT AWARD, pg. 13

26, during the annual Awards Ceremony at ASPA’s 68th National Conference in Washington, DC.

Past recipients include: 2005 Best Article winners Evan M. Berman, Thomas D. Lynch, Cynthia E. Lynch and Maria D. Berman for their article, “There was no Plan - A Louisiana Perspective” from the October 2005 issue; 2004 Best Article Award winner James D. Caroll for his article “The Right to Privacy vs. the Right to Protection: The Question of Countervailing Power” from the January 2003 issue.

All winning articles may be read on the ASPA website at www.aspanet.org, click on PA TIMES/PAR at the top of the page.

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PA TIMES • MARCH 2007 PAGE 15

ASPA Introduces Two New Staff Members
Miller and Abebe Bring Experience and Enthusiasm to their Positions at ASPA

Washington, DC—ASPA is pleased to announce the addition of two new staff members to the national office in Washington, DC. Senior Director of Professional Development Judith Miller comes to ASPA with 12 years of meeting and conference planning experience. Public Relations Manager Nebeyou Abebe most recently held the position of press officer for the Embassy of Ethiopia.

Both Miller and Abebe took a few moments from their busy ASPA work day to answer a few questions about themselves and their careers. Judith “Judy” Miller

Tell readers a bit about your career prior to ASPA. I have over 12 years experience planning meetings and educational conferences, mostly at medical associations. The conferences drew 1200–2300 attendees. I was the office the staff was friendly and new challenge and saw that opportunity at ASPA. Why did you decide to pursue your position at ASPA? I decided to pursue ASPA to ASPA, I love to talk about my home town and my volunteer activities.

Miller, who is a marketing research analyst and with each conference planning for several national and international associations and still find every day exciting.

Nebeyou Abebe

Tell readers a bit about your career prior to ASPA. I held the position of press officer at the Embassy of Ethiopia since mid 2003. At the Embassy, I was mainly responsible for promoting the tarnished image of Ethiopia, which included: writing pitch letters, press releases, diplomatic correspondence, speeches, website content, as well as editing various diplomatic correspondences and the monthly Ethiopian newsletter. Additionally, I was responsible for special event planning; hosting Embassy tours; advocating Ethiopian policies to United States Congress representatives and other stakeholders; handling all media relations; and developing a national strategic communications plan.

I attended Georgetown University during my tenure at the Embassy in pursuit of a masters degree in social and public policy. I completed my studies in May 2005. I earned a bachelors degree from the University of Massachusetts, Amherst in May 2003.

Why did you decide to pursue your position with ASPA? Well, ASPA provides more great challenges and opportunities to broaden my public relations knowledge and experience. I am in the position to significantly increase ASPA’s brand recognition and public awareness. I am up to the challenge and enthusiastically look forward to working with the national council, executive staff, local chapters and sections.

What do you feel are your strongest qualifications for leading ASPA in your position? My strongest qualifications for leading ASPA are my strong public relations background and direct work experience in the area of strategic communication planning.

Tell readers a bit about your experience with planning and development of major national conferences. I have done conference planning for several national and international associations and still find every day exciting.

Were you attracted to working for an organization whose mission is the “public good”? I began my professional career as a registered nurse so I have always been interested in trying to make peoples lives better. When I transitioned into conference planning I took with me a continued desire to improve the lives of the members I work for.

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**Multisector Workforce Workshop**

From WORKSHOP, pg. 13

others. The Academy will also invite workshop participants to be part of its agency-based research on the multisector workforce, allowing participants to be part of research to identify challenges and solutions in their own workplace.

ASPA members are already familiar with the multisector workforce phenomenon. Non-government workers have been an important part of our world since the founding fathers. However, the trend to use workers who are not part of the civil service to carry out government work has escalated. Many reasons have been cited for this change: the need to utilize existing service delivery mechanisms, to acquire hard-to-find skills, to save money, to have the private sector do work that is not inherently governmental, to augment capacity on an emergency basis, and to reduce the size of government.

The Academy has outlined a number of key questions, some of which participants will grapple with in this session. For example:

- What are the implications of increased use of multisector workforces on the public sector workforce?
- What tools exist or are needed to improve management of the multisector workforce and accountability to the public?
- How do we begin to document the effectiveness and cost benefits of various competitive sourcing efforts?
- Should human capital standards (strategic alignment, workforce deployment, leadership, knowledge management, performance, talent, and accountability) be extended?

Is this session worth your time? Long-Green put it this way: “We are all affected by these demographic changes. We have two high profile organizations working on the issues. I am delighted to work with ASPA members to make a difference in our understanding and our actions.”

Go to the NAPA website: www.napa-wash.org for a brief paper outlining issues and summarizing findings to date. Areas of concern include accountability, acquisition, human capital and management, social equity and values, legal governance issues, and organizational culture. Your views and experience are important.

Management Concepts, a professional services company with consulting, training, and publishing expertise, is the sponsor of this Professional Development Session. Thomas Dungan, III president, said, “We’re excited to contribute to the thinking around multisector workforce issues. As a company dedicated to helping people achieve their potential and organizations successfully achieve their missions, the multisector workforce is the kind of ‘people issue’ in government that we get excited about.”

Barbara Kres Beach is executive director for Corporate Strategic Relations at Management Concepts. E-mail: BBLEACH@ManagementConcepts.com


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**Call for Papers, Presentations, and Panels**

**ABFM**

**19th Annual Conference**

October 25 - 27, 2007

Washington, DC

The conference committee invites proposals for panels, papers, and presentations for the 2007 ABFM conference. We especially encourage proposals from local, state, and federal practitioners. Potential topics include, but are not limited to:

- Financial condition
- Performance budgeting
- Tax & revenue policy
- Education finance
- Financial technology
- Financial departments
- Current & future challenges in public budgeting, finance, and financial management at all levels of government.

For full consideration, please submit proposals by April 1, 2007. Proposals should describe the panel, paper, or presentation and be no more than 500 words. Also include the name of all participants or authors, addresses (including email), and phone numbers. Proposals may be submitted by mail, email, or fax.

Also visit our website for more information about the conference as it becomes available: http://www.abfm.org

Please send all correspondence to:

Professor Rebecca Hendrick,
Public Administration (MIC 278), 412 South Peoria St.
University of Illinois at Chicago,
Chicago, IL 60607-7064
Phone: 312/355-0305; FAX: 312/996-8804
email: Hendrick@uic.edu

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**2007 International Conference on Public Administration (3rd ICPA)**

**Theory, Practice and Methods for Public Administration in 21st Century**

**Call for Papers**

October 21-22 2007 Shu-Zhang: SUN YAT-SEN University, P.R.China

Co-sponsored by University of Electronic Science and Technology of China Chinese Public Administration Society, American Society for Public Administration, School of Public Administration, Moscow State University; Chinese Public Administration Journal

Hosted by School of Political Science and Public Administration of University of Electronic Science and Technology of China, P.R. China (Renamed from School of Humanities and Social Science since September, 2006)

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Associate Professor ZHAO Shu-rong: School of Political Science and Public Administration of University of Electronic Science and Technology of China, P.R. China

Academic Co-Chairmen:
Professor Gao Xiaoping: Executive Deputy President, Chinese Public Administration Society, P.R.China
ASPA Announces Winners from 2006 Award Program


Washington, DC—ASPA is pleased to announce the winners from our 2006 Awards Program. Winners will be recognized during special ceremonies during the Societies 68th National Conference in Washington, DC, from March 23-27, 2007. Following is a listing of the awards and awardees:

Center for Accountability and Performance (CAP) Awards

Harry Hatry Distinguished Performance Measurement Practice Award—Presented to an individual whose outstanding teaching, education, training and consultation in performance measurement have made a significant contribution to the practice of public administration.

• Barbara S. Dorf, Director, Office of Departmental Grants Management and Oversight, HUD

Organizational Leadership Award—Presented to an organization, this award recognizes outstanding applications of a systems approach to performance measurement that has resulted in a culture change, sustained improvements, and demonstrated positive effects on government performance and accountability.

• Robert Shea, Office of Management and Budget

Chapter/Section Newsletter Awards—Given annually to recognize newsletters as a vital means of communication and a valuable service offered to chapter and section members.

• Division II—Center Chapter
• Division III–LA Metro Chapter

Charles H. Levine Award—Presented by ASPA and the National Association of Schools of Public Affairs and Administration (NASPAA), this award recognizes a public administration faculty member who has demonstrated excellence in three major areas of the field of teaching, research and service to the wider community.

• Rosemary O’Leary

Donald C. Stone Service to ASPA Award—This award pays tribute to ASPA members who have contributed outstanding services to the Society.

• William E. Solomon

Dwight Waldo Award—Presented to persons who have made outstanding contributions to the professional literature of public administration over an extended career.

• Chester A. Newland

Elmer B. Staats Lifetime Achievement Award for Distinguished Public Service—This award honors a public administrator’s career accomplishments and contributions to the public service and ASPA over a lifetime.

• Enid Baumont

Gloria Hobson Nordin Social Equity Award—Conferred by the ASPA Endowment, this year’s presentation marks the sixth annual Gloria Hobson Nordin Social Equity Award to a public administrator in recognition of distinguished contributions toward achieving fairness, justice, and equity in government.

• Joel M. Levy, CEO, YAI/National Institute for People With Disabilities

International Public Administration Award—This award honors a distinguished foreign scholar or practitioner for significant contributions to public administration in other nations.

• Turku Oda Daddah

National Public Service Awards (NPSA)

ASPA and the National Academy of Public Administration (NAPA) established the National Public Service Awards program in 1983 to pay tribute to exemplary public managers. For 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.

Peter M. Blumberg, Head of Molecular Mechanisms of Tumor Promotion Section, National Cancer Institute

Peter M. Blumberg is the head of the Molecular Mechanisms of Tumor Promotion Section in the National Cancer Institute’s (NCI’s) Laboratory of Cancer Biology and Genetics. He has been ground-breaking research into the causes and treatment of cancer, inflammation, and pain. Blumberg has identified promising scientists in biology and chemistry and, since 1999, has brought six deaf scientists into his group at NCI. He has developed a network of contacts at Gallaudet University in Washington, DC.

Barbara S. Dorf, Director, Office of Departmental Grants Management and Oversight, Office of Admin., HUD

Barbara S. Dorf is the director, Office of Departmental Grants Management and Oversight in the Office of Administration within the U.S. Department of Housing and Urban Development (HUD). She has been at the forefront of efforts to move HUD to true public-private partnerships. In 1981, Dorf changed the way HUD provided funds to redevelop the South Bronx by increasing participation of grassroots, community-based nonprofit organizations. Five small nonprofits made such progress that they were featured on Nightline, showing the South Bronx as a viable community with shops and housing in place of destruction.

James E. Hartwell, Jr., Program Manager, USAF/Hurlbut Field, Test and Evaluation Squadron

James E. Hartwell, Jr. is a program manager at the United States Air Force’s (USAF’s) Hurlbut Field, in the Test and Evaluation Squadron. As a retired military officer and civilian public servant, his “service before self” mentality has benefited his community and country.

During military service, he helped transform system development in the Aerospace Defense Command and Pacific Command so that time from system concept to combat was substantially reduced. Today, he applies his military- rated aviator experience to direct planning, execution and reporting of assigned air and space operations, center test programs, and Homeland Defense initiatives.

Thomas H. Muehlenbeck, City Manager, Plano, TX

Thomas H. Muehlenbeck is the city manager of Plano, Texas and previously served in the same position in five other cities, including Virginia Beach, Virginia and Galveston, Texas. Plano’s population has grown from 114,500 to 252,000 since Muehlenbeck came to the city in 1987. This has entailed overseeing growth in all facets of community life, from paved streets to libraries, to parks and athletic facilities.

Mark A. Pisano, Executive Director, Southern California Association of Governments (SCAG)

Mark A. Pisano is executive director, Southern California Association of Governments (SCAG). Pisano oversees activities related to the Regional Transportation Plan that SCAG adopted in 2005 — no small feat in a region of 15 million people spread over 38,000 square miles. SCAG’s Compass Southern California vision program has been described as probably the most effective statement of regional planning and policy in the United States.

Keeper of the Flame Award—The “Keeper of the Flame” Award was established in 2000 as a regular special recognition award for “an individual who has continued to provide public service after official retirement from the profession.”

Marcia P. Crowley, University of Massachusetts, Boston, retired

Marcy Crowley retired from the University of Massachusetts at Boston, where positions included director of professional development for the College of Public and Community Service. While no longer a senator for Wayland, Massachusetts, she cannot be considered ‘retired.’ As a member of the Metropolitan Area Planning Council, Crowley serves on the Steering Committee for Metro Future, which is developing a ten-year plan for the region.

Harriett G. Jenkins, retired director, U.S. Senate Office of Fair Employment Practices

Harriett G. Jenkins, retired as director of the U.S. Senate Office of Fair Employment Practices and is a fellow of the National Academy of Public Administration (NAPA), where she is an active member of the Standing Panel on Social Equity in Governance. Much of her public service was with the National Aeronautics and Space Administration, where she served for 18 years as the assistant administrator for Equal Opportunity Programs.

2006 PA TIMES Best Article

See AWARD WINNERS, pg. 19

Note: Some in parentheses are intended as subject ideas for monthly topics. Authors are not limited to these subjects and are encouraged to write in their specific area of expertise/intest.
Join ASPA’s New Jersey Chapter Celebrating its 60th Anniversary and the Trenton Chapter of the Association of Government Accountants at the 2007 Public Policy, Financial Administration and Technology Annual Symposium

Government Efficiencies: Re-Tooling for Tomorrow

Friday, April 27, 2007
Trenton Marriott, Trenton, NJ

Program Highlights Include:
• ASPA National President Dr. Harvey L. White
• NJ State Treasurer Bradley Abelow
• State of Government Performance Measurement and Reporting
• The “Wonk’s Longtable: NJ Property Tax Reform – What Happened”
• Avoiding a Collision at the Intersection of IT and Records Management
• SPECIAL STUDENT SESSION: Getting a finance or public administration job in New Jersey state or local government

Details Available at: www.njaspa.org or e-mail njaspa@njaspa.org

ASPA Announces Award Winners

From AWARD WINNERS, pg. 18

Award – This award recognizes the one PA TIMES article which best meets the selection criteria of being informative, provocative, creative and well-written.
• “Why FEMA is a Four-Letter Word and How Bamboo Federalism Can Change It” – Dwight H. Vick

Paul P. Van Riper Award for Excellence and Service – Presented to an individual who has made significant contributions to both the academic and practitioner communities of public administration. Sponsored by the ASPA Endowment.
• Laurence Edwin Lynn, Jr.

Presidential Citations of Merit
Claire Felbinger
Janice Flug
Meredith Newman
Douglas Watson
Massachusetts Chapter

Public Administration Review (PAR) Awards
Marshall E. Dimock Award – Presented for the best lead article in Public Administration Review during a volume year.
• “Abu Grabi, Administrative Evil, and Moral Inversion” – Guy B. Adams, Danny Halfour and George E. Reed

Louis Brownlow Award – Presented for the best Public Administration Review article written by a practitioner.
• “The Challenging Business of Long-Term Public-Private Partnerships: Reflections on Local Experience” – Pamela Bloomfield

ASPA Hires New Staff Members

From NEW STAFF, pg. 15

What are the initial priorities you will focus on in the coming year? My number one priority is to generate buzz for ASPA’s upcoming national conference. Alongside that effort, I am creating a national strategic communications plan aimed at increasing ASPA’s brand recognition and public awareness.

Have you formulated any ideas on how to accomplish these goals? Yes. I believe it is imperative to get the national council, executive staff, and membership involved in the brainstorming process of the communications plan. Their input and feedback is important because they are the ones who in-directly influence the present and future direction of ASPA.

Some other items on my “things to do” checklist include: establishing amicable relations with strategic media outlets; creating press kits for local chapters and sections; and identifying public relations opportunities for senior leadership.

What are three things (personal or professional) that you feel ASPA members should know about you? First and foremost, I want ASPA members to know that I am accessible. Meaning, I am available to answer questions and facilitate public relations initiatives. Secondly, ASPA members should know that I am willing to help. I am only an email or phone call away. Lastly, I want ASPA members to know that I am eager to hear what programs and/or events they are organizing. I want to know what ASPA members are doing. Some of this information may be newsworthy and could be sought out by the media. So, keep me in the loop!

Both Miller and Abebe can be reached through the following methods:

Judy Miller
Senior Director of Professional Development
jmiller@aspanet.org
202-585-4306

Nebeyou Abebe
Public Relations Manager
nabebe@aspanet.org
202-393-787

Have you visited ASPA’s web site lately?

www.aspanet.org
Leadership Skills Give Job Candidates Edge

Bethlehem, PA–Leadership makes a difference, according to a new report from the National Association of Colleges and Employers (NACE).

Employers responding to NACE’s Job Outlook 2007 survey said that the job candidate who has held leadership positions has the edge over those that have no such record.

“When employers are considering two equally qualified new college graduates for a position, what influences their decision about which candidate to choose? In our survey, employers reported that the candidate’s having held a leadership position would influence the decision very much,” says Marilyn Mackes, NACE executive director.

Employers rate the influence of attributes of equal candidates

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Nicknamed “Mackes’s Law,” according to the survey, nearly three-quarters of the employers responding to the survey also expressed a preference for hiring candidates with relevant work experience.

“For new college graduates, that relevant work experience typically comes from participating in an internship or cooperative education program,” says Mackes.

Less than 5 percent of respondents reported that work experience was typically a factor in their decision to hire a new college graduate.

About the Job Outlook 2007 Survey: The Job Outlook survey is a forecast of hiring intentions of employers as they relate to new college graduates. Each year, the National Association of Colleges and Employers (NACE) surveys its employer members about their hiring plans and other employment-related issues.

To date, two sections of the Job Outlook 2007 survey have been conducted. The first part, the Job Outlook 2007 Fall Preview, was conducted July 31 through August 16, 2006, and the results were released in September.

From mid-August through October 4, 2006, NACE collected data for the second part of the Job Outlook 2007 survey. The survey was provided to 1,137 members; there were a total of 267 usable surveys, a 23.5 percent response rate. This press release focuses on the results of that survey.

Of those responding, 52.4 percent were service sector employers, 37.8 percent were manufacturers, and 9.7 percent were government/nonprofit employers. In addition, 46.9 percent were from the South, 25.5 percent were from the Midwest, 21.7 percent were from the Northeast, and the remaining 14.2 percent were from the West. (Note: Totals may not equal 100 percent due to rounding.)

Copies of the Job Outlook 2007 report are available for purchase; see https://store.naceweb.org/textbooks/default.aspx for details.

NACE plans to update the job market information once more in the 2006-07 academic year: The Job Outlook 2007 Spring Update (data collected late March through early April) will provide a final update on hiring for 2006-07 graduates. Results will be available in mid-April.

Peace Corps Announces Annual Rankings of Top Colleges and Universities

Rankings Include Three New Schools In Top Spots

Washington, DC—After 20 years of the University of Wisconsin-Madison being the top producer of Peace Corps Volunteers, another university has taken over the top spot. This year, the University of Washington's 110 currently serving alumni positions them in first place for the first time since 1981.

In fact, all three of this year’s top producers are new to that spot. In the medium-sized schools category George Washington University vaults four spots to No. 1. In the small schools category, the University of Puget Sound also jumps four spots to the top.

In the large schools category, the University of Wisconsin-Madison is still a close second to Washington with 106 Volunteers, followed by the University of Colorado-Boulder with 100. In the second annual graduate school rankings, the University of Michigan finds company at the top with the University of Washington. Both schools have 20 graduate school alumni serving.

Overall, the University of California-Berkeley has produced the most Peace Corps Volunteers since 1961 with 3,282. This year, the University of Colorado-Boulder became only the sixth school to surpass the 2,000 Volunteer mark and is poised to move into No. 5 historical spot overall.

The highest new entries this year include the University of Pittsburgh at No. 15 on the large schools list, Miami University of Ohio at No. 12 on the medium-sized schools list, and Butler University at No. 15 on the small schools list. The most impressive movers this year include Arizona State University which moves up 16 spots to debut at No. 19 on the large schools list, Northern Arizona University which moves up 10 spots to No. 10 on the medium-sized schools list, and Carleton College which jumps from No. 20 to No. 2 on the small schools list.

Other schools debuting or reentering this year’s list include: the University of Georgia (No. 19) and the University of California-San Diego (No. 24) on the large schools list; Clemson University (No. 21), Appalachian State University (No. 23), California State University-Chico (No. 23), the University of Rhode Island (No. 23), and Washington University in St. Louis (No. 23) on the medium-sized schools list; and St. Mary’s College of Maryland (No. 18), Bucknell University (No. 21), Pepperdine University (No. 21), Beloit College (No. 24), Clark University (No. 24), and Elon University (No. 24) in the small schools list.

Schools are ranked according to the size of the student body. Small schools are those with fewer than 5,000 undergraduates, medium-size schools are those between 5,001 and 15,000 undergraduates, and large schools are those with more than 15,000 undergraduates. To view the entire “Peace Corps Top Colleges 2007” list, visit the Media Resources section.

Although it is not a requirement for service, the majority of Volunteers who have served with the Peace Corps over the past 45 years have been college graduates. Currently, 93 percent of Volunteers have at least an undergraduate degree, with 12 percent of those also possessing a graduate degree. However, over the years, the Peace Corps has also enjoyed the support and interest of high school graduates and community college graduates.

Organizations Express Dissatisfaction with Employee Recognition Programs

St. Petersburg, FL—While 73 percent of recently surveyed companies said that they have an employee recognition program in place, most are unsure of how well satisfied their employees are with the program. A full 37 percent of respondents said they do not know how satisfied their employees are with the program, and more than 15 percent said their employees are not satisfied at all.

The Institute for Corporate Productivity (i4cp–formerly HRI), in conjunction with the National Association of Colleges and Employers (NACE) and the National Portrait Group (NPG), surveyed HR executives and the employees they supervise to gauge recognition program participation, satisfaction, and benefits. The results were released in mid-February.

“When employers are considering two equally qualified new college graduates, leadership skills are a significant predictor of which candidate will be the better fit,” said Jay Jamrog, senior vice president of i4cp.

Among the key findings:

• Nearly three-quarters of the employers responding to the survey also expressed a preference for hiring candidates with relevant work experience.

• “We know that employee recognition is a key factor in the motivation of employees–and in the ultimate success of an organization–so it’s surprising to hear just how much companies don’t have a handle on the effectiveness of their recognition programs. If organizations are going to implement an employee recognition program, they need to have a system of checks and balances in place to make sure it is doing what it is supposed to do,” says Jay Jamrog, senior vice president of research at i4cp.

When it came to deciding how to dole out rewards, personal performance was often pegged as the top criterion for recognition awards at 48.9 percent, followed by extra effort (34.9 percent) and corporate performance (26.4 percent).

While this survey addressed monetary awards, a variety of alternatives to monetary awards were also mentioned, ranging from merchandise and gift cards and luncheons to special merit awards/certificates and days off. Of companies providing monetary recognition, nearly half (54.5 percent) allocate between 1-3 percent of the employee’s annual salary for their programs. Of the 265 organizations responding to the survey, 10 allocate less than 1 percent. (Note: This survey did not include information on bonuses, stock incentives, awards related to service, or awards that do not have a dollar value attributed to them.)

For more information about this study, or to receive a full copy of the results, please contact Greg Perula at (727) 345-2226.

Job Search Minute and Career Videos Provided To Job Seekers at No Charge

Milwaukee, WI–CollegeGrad.com, the #1 entry level job site, announces a brand new job seeker resource–job search videos–now available for free to job seekers and broadcast media.

There are 35 custom Job Search Minute videos currently available, with at least 25 more to be added within the next two months. Each video is approximately one minute in length and provides entry level job seekers with quick, practical advice on topics related to resume preparation, interview preparation, answering tough interview questions and more. Also available are instructional videos on more than 350 different careers and industries.

The videos are viewable at: www.CollegeGrad.com/videos.
Pay It Forward...

Career Advice from an ASPA Member

Leslie Beauregard

When I was asked to write an article on lessons learned during my career, I immediately realized that already, an entire decade has passed since I was a graduate student going out into the world of public service for the first time. I could never have imagined back then where I would be now, or what I would have accomplished. I dare say, even if I had seen a crystal ball ten years into the future, I would probably not have recognized myself.

As green as I was back then, learning my craft area was not the biggest challenge I faced. Rather, the real challenge was growing and developing my person, my inner-self. The key lessons I am about to share speak to this development and have shaped me in profound ways. They are all about recognizing who I am and where I am going, and to think of myself in a more positive way, rather than with a critical eye.

• Confront Your Inner-Self–Do you like what you see in the mirror? I have found that most people are more critical of themselves than they are of others, whether it is about their physical appearance, job performance, or the way they conduct themselves in social situations. It is important to take time to reflect on your actions and behaviors, whether it is with an individual or in a group setting.

• Confront Your External-Set–Do you think you will ever change? It is easy to fall into the trap of thinking that everything will remain the same, that nothing will ever change. This is a dangerous thought to have, as it can lead to complacency and a lack of progress. It is important to keep an open mind and be willing to adapt to new situations and challenges.

• Confront Your Decision-Making Process–Do you make decisions quickly or take your time? I have found that taking the time to think through a decision is usually the better approach, as it allows you to consider all of the options and consequences.

• Confront Your Future–Do you have a clear idea of where you want to be in your career? It is important to have a vision for the future, whether it is in terms of job title, salary, or location. This will help you to focus your efforts and make decisions that will lead you in the right direction.

• Confront Your Past–Do you have regrets about the past? It is important to learn from past mistakes and not repeat them in the future. This will help you to grow and become a better person.

The key lesson I am about to share is that learning from my past and present experiences has allowed me to grow and become a better person. I have recognized myself.

I dare say, even if I had seen a crystal ball ten years into the future, I would probably not have recognized myself.

In 2003, Beauregard began working for the City of Charlottesville, VA, as assistant budget director. In this capacity, she has been an innovative leader in the development of budget and fiscal policies, strategic planning and performance measurement initiatives, and values highly the work she does in the area of human services delivery that includes participation on a human services strategic planning committee and a fiscal subcommittee that reviews Comprehensive Services Act expenditures and cases. She was recently "retitled" to Director of Budget and Performance Management.

8 Steps to Effective Internship Programs

Bethlehem, PA—Summer internship programs can provide an excellent return on employers’ recruiting investment, according to an article in the December 2006 NACE Journal, published by the National Association of Colleges and Employers (NACE).

Author Sherri Gong Taguchi, principal of Career Inspirations, said that well-planned programs are most effective in helping employers identify and attract interns who will eventually become full-time employees.

She outlined eight steps employers can take to develop a new internship program or strengthen an existing one:

• clarify the program’s purpose;
• integrate the program with other efforts at targeted schools;
• offer real, meaningful work to the interns;
• use the company’s best people as recruiters and mentors;
• create opportunities for the interns to interact with key people across the organization;
• give interns an up-close look at and feel for the company;
• provide timely feedback and offers; and
• incorporate interns in the company’s on-campus recruiting efforts.

According to Taguchi, a successful internship program can help an organization’s college-hiring efforts in a number of ways, including increasing the organization’s visibility, brand awareness, and allure on campus, and giving the organization an opportunity to gauge how the students perform on the job.

Strong internship programs do reap results: Respondents to a 2006 NACE survey reported that 30 percent of all their new college hires from the class of 2005 come from their own internship programs.

Z University.org Dispels Employers' Top Five Internships Myths

Creator of Intern Toolkit Refutes Misconceptions by Employers

Newtown, PA—Most managers carry general misconceptions about internship programs, but, by applying thoughtful planning and the right tools, they can realize their full potential.

Z University.org (ZU), a leading advocate of workforce readiness and innovator of internship management solutions, has identified a “top five” list of myths that organizations need to get the greatest returns from an internship program.

Zinman says that the “Top Five Myths About Internships” are fueled by managers who believe that:

• They don’t have the time to have interns. “ZU’s mission is to prove why you actually don’t have the time NOT to have interns,” says Zinman. A five-year study by ZU on student productivity demonstrates that a single supervisor can gain up to 225 full work days of productivity in a calendar year simply by managing interns instead of completing work tasks themselves.

• Having interns is too much work for too little in return. Properly managed internship programs reap significant productivity benefits by freeing high-level employees from time-consuming tasks.

• Finding good interns is a crapshoot. By applying the proper recruitment techniques, managers will learn how easy it is to attract the right individuals.

• Internship programs are only for larger companies. “This couldn’t be further from the truth,” notes Zinman, “ZU has removed the barriers so that a company of one can do it.”

• They can’t have interns without office space with phones and computers: Again, not true. Zinman maintains. “The Intern Toolkit shows how to manage interns virtually instead of doing so on-site.”

These myths are addressed in ZU’s Intern Toolkit™, a comprehensive resource that makes it easy for employers and non-profit organizations to run an internship program in a way that increases productivity and improves the student internship experience and career development.

Available at www.InternToolkit.com, the toolkit is designed for employers of varying size, industry and complexity, and for those with and without existing internship programs.
SCHOOL of PUBLIC AFFAIRS
AMERICAN UNIVERSITY ★ WASHINGTON, D.C.

Department of Public Administration and Policy
MPA ★ MPP ★ Executive MPA ★ PhD

Congratulations to Robert F. Durant
Elected Fellow, National Academy of Public Administration, 2006
On the upcoming publication of The Greening of the U.S. Military: Environmental Policy, National Security, and Organizational Change (Georgetown University Press, SPA Scholar in Residence Beryl Radin, series editor)

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Beryl Radin
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Bradley R. Schiller
Robert Tobias

www.spa.american.edu ★ spagrad@american.edu ★ 202-885-6230
Assistant Professor
Public Administration Program
University of South Florida
The Public Administration Program in the Department of Government and International Affairs at the University of South Florida invites applicants for two 9-month tenure-track appointments at the rank of Assistant Professor beginning Fall 2007 (academic-year position). Responsibilities for each position include teaching, research, and public service and community outreach in NASPAA accredited Master of Public Administration, MPA. Requirements for the position include: Ph.D. in public administration with primary focus:
Position One: Advanced applied skills in public management and in one or more of these areas: methods, information systems, decision making, and public economics.
Position Two (Please note that this position was previously advertised and application review is ongoing. Previous applicants need not reapply): Applied urban management and public budgeting and Finance. ABD may be considered in exceptional cases, at the rank of instructor. Preference will be given to a person with relevant analytical skills, promising professional advancement, and demonstrated interest in community involvement. Salary is negotiable. Review of applications for Position Two began on January 15, 2007 (applications will be accepted until position has been filled). Review of applications for Position One begins March 1, 2007. Information about the USF Public Administration Program can be found on the Public Administration Website: http://www.usf.edu/pa/index.html
Send letter of application, vita, transcript, sample of writings, student evaluation (if had teaching experience), and three letters of recommendation to:
Dr. Jamal Jeirsat, Chair of PA Search Committee,
Public Administration Program, SOC 107,
University of South Florida,
Tampa, Florida, 33620-8100.
According to Florida Law, applications and meetings regarding them are open to the public. For ADA accommodation, please contact Terri Vincent at (813)974-0842 or jvwccent@cas.usf.edu at least five working days prior to need. USF is an AA/EA/EO institution.

Quantitative Methods/Budgeting and Financial Management
Rank Open
School of Public Affairs and Administration, Rutgers University-Newark
Begin September 2007, January 2008 or possibly September 2008
The School of Public Affairs and Administration seeks to fill a tenure or tenure-track position in Quantitative Methods/Budgeting and Financial Management at any rank, to begin September 2007, January 2008 or possibly September 2008. Teaching responsibilities will be in the Masters and Doctoral programs. Experience with, or interest in, teaching students with diverse cultural backgrounds is essential. The appointee will be a core faculty member in a highly-ranked NASPAA-accredited public administration program. Candidates must be able to teach introductory and advanced core courses in public administration, with particular attention to Budgeting and Financial Management seminars. Urban interests are particularly important to the mission of the Campus, and SPAA faculty may participate in the School's National Center for Public Performance. As a major public university in New Jersey's largest city, the Newark Campus of Rutgers provides students with the knowledge and preparation necessary for leadership roles in an increasingly complex society. The campus is the most diverse national university in the United States and is ranked twelfth among doctoral degree-granting small universities in the country. The School offers an on-campus M.P.A., an off-campus Executive M.P.A., and a research-oriented Ph.D. Faculty are also involved in a new M.P.H. program, a Not-for-Profit Certificate, and a Certificate in Urban Educational Administration and Leadership. Total enrollment is more than 300 students. Teaching, published research, and public service are important to the School.
Candidates should immediately email a letter of application, curriculum vitae, and three letters of reference to Dr. Marc Holzer, Dean, School of Public Affairs and Administration, at: spaa@newark.rutgers.edu. Review of applications will begin immediately and will continue until a satisfactory candidate is found. Women and minorities are especially encouraged to apply.
Please consult the School and Campus websites for further information (http://spaa.newark.rutgers.edu and http://www.newark.rutgers.edu).

Associate Professor Position
Askew School of Public Administration and Policy
Florida State University
The Askew School of Public Administration and Policy at the Florida State University, offering a NASPAA-accredited MPA program and Ph.D. program has a tenure track opening at the associate professor level. This faculty member will teach health systems management and other classes to support the MPA and Ph.D. levels, as well as the Master of Public Health degree. The other teaching and research interests are open to areas related to the MPA and Ph.D. (in PA) degrees. A Ph.D. in Public Administration (or related field) is required and having an MPH would be a significant plus.
Located in Florida's capital city, the Askew School offers extensive opportunities for research and networking. Faculty members are actively publishing scholars who enjoy working with junior colleagues. Practitioner experience is valued but not required. Program details can be found at http://askew.fsu.edu. The standard teaching assignment is 2 + 2 and salary is competitive. Applications are invited especially from minority candidates. The Florida State University is an Affirmative Action/Equal Opportunity Employer.
Submit C.V. and three letters of reference to: Professor James Bowman, Chair, Faculty Search Committee, Askew School of Public Administration and Policy, Florida State University, Tallahassee, FL 32306-2250.

GOVERNMENT POSITIONS

Supervisory Management Analyst GS-334-15
Department of Health & Human Services
National Institutes of Health
Office of Management Assessment
Become a key player in a stimulating influential organization by supporting the risk management activities of one of the world’s foremost medical research centers – the National Institutes of Health in Bethesda, MD. The Office of Management Assessment – which provides management review and support services to the NIH Institutes and Centers and coordinates many trans-NIH administrative programs and initiatives – is seeking an experienced and motivated senior management professional to lead a team of senior analysts in developing, managing, and maintaining an enterprise-wide risk management and internal control program that safeguards NIH resources from fraud waste, and mismanagement.
This is a Federal government position with a full civil service benefits package including health and life insurance, retirement, leave accrual, and more. In addition, a recruitment bonus of up to 25% of starting salary may be offered to exceptional candidates (starting salary ranges from $110,363 to $143,471 depending on education and experience). For more information and/or to apply, please visit www.usajobs.com (search for job announcement #: OD-07-162228-MP or OD-07-171409-DE)
DHHS and NIH are Equal Opportunity Employers

Management Analyst GS-334-14
Department of Health & Human Services
National Institutes of Health
Office of Management Assessment
Become a key player in a stimulating influential organization by supporting the risk management activities of one of the world’s foremost medical research centers – the National Institutes of Health in Bethesda, MD. The Office of Management Assessment – which provides management review and support services to the NIH Institutes and Centers and coordinates many trans-NIH administrative programs and initiatives – is seeking an experienced and motivated senior management professional to lead a team of senior analysts in developing, managing, and maintaining an enterprise-wide risk management and internal control program that safeguards NIH resources from fraud waste, and mismanagement.
This is a Federal government position with a full civil service benefits package including health and life insurance, retirement, leave accrual, and more. In addition, a recruitment bonus of up to 25% of starting salary may be offered to exceptional candidates (starting salary ranges from $110,363 to $143,471 depending on education and experience). For more information and/or to apply, please visit www.usajobs.com (search for job announcement #: OD-07-171409-DE) and OD-07-171409-DE).
DHHS and NIH are Equal Opportunity Employers

Contact: Christine McCrehin
cjewett@aspanet.org
March 2007

21-23 Transatlantic Workshop on Ethics and Integrity - 2007
   Theme: New Concepts, Theories and Methods in the Study of Ethics and Integrity of Governance
   Location: The University of Maryland System Conference Center; Silver Spring, Maryland

23-27 ASPA’s 68th National Conference
   Theme: “Monumental Possibilities: Capitalizing on Collaboration”
   Washington, DC
   Omni Shoreham Hotel
   More Info.: www.aspanet.org

30 The Changing Face of Public Administration: Financing the Future
   Location: Orlando, FL, University of Central Florida Rosen College of Hospitality Management
   Contact: Mary Ann Feldheim, (407)823-2604 or mfeldhei@mail.ucf.edu
   More Info.: www.ce.ucf.edu/paconf/

April
4-5 Excellence in Government Conference
   Location: Washington D.C. Convention Center
   Register here: www.letsmeet.net/forms/eig/

27 New Jersey Chapter Annual Symposium
   Held jointly with the Trenton NJ Chapter of ASPA
   Theme: Government Efficiencies: Retooling for Tomorrow
   Incoming ASPA President Dr. Harvey White will be Luncheon Speaker
   Location: Trenton NJ Marriott Hotel
   More Info.: http://www.njaspa.org/

May
24-25 30th Annual Teaching Public Administration Conference
   Location: Harrisburg, PA
   More Info.: www.teachingpa.org

31-June 2 Leading the Future of the Public Sector: The Third Transatlantic Dialogue International Conference,
   Location: University of Delaware, Newark, Delaware
   More Info.: http://www.ipa.udel.edu/

June
25-27 AGA’s 56th Annual Professional Development Conference and Exposition
   Theme: Creating Exceptional Value in a Changing World
   Location: Nashville Convention Center, Nashville, TN
   More Info.: www.agacgfm.org/pdc

October
21-22 Third Annual ICPA Conference
   Location: Chengdu, Sichuan, P.R.C
   More Info.: www.icpa-uestc.cn

25-27 19th Annual Association for Budgeting and Finance (ABFM) Conference
   Location: Washington, DC
   Contact: Rebecca Hendrick
   hendrick@uic.edu
   More Info.: www.abfm.org

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

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PA TIMES
30 Years • 1977-2007
A Powerful Voice for Public Service . . .

ASPA’s 68th National Conference
Washington, DC • March 23-27, 2007

Monumental Possibilities:
Capitalizing on Collaboration


ASPA’s Conference will be held at the Omni Shoreham Hotel in Washington, DC