Government Financial Reporting Leaves Taxpayers Distrustful

71% Say Government Financial Information would Influence their Vote

Washington, DC—The federal government is failing to meet the financial reporting needs of taxpayers, falling short of expectations and creating a problem with trust, according to survey findings released by the Association of Government Accountants (AGA).

The survey, “Public Attitudes Toward Government Accountability and Transparency 2008,” measured attitudes and opinions toward government financial management and accountability to taxpayers. The survey established an expectations gap between what taxpayers expect and what they get, finding that the public at large overwhelmingly believes that government has the obligation to report and explain how it generates and spends its money, but that it is failing to meet expectations in any area included in the survey.

The survey further found that taxpayers consider governments at the federal, state and local levels to be significantly underdelivering in terms of practicing open, honest spending. Across all levels of government those surveyed held “being open and honest in spending practices” vitally important but felt that government

Did You Know:
Nintendo invested more than $140 million in research and development in 2002 alone. The U.S. federal government spent less than half as much on research and innovation in education.

Women Governors Exceed Voter Expectations

Women Governors Shown to Rate Higher than Men on Several Key Attributes

Cambridge, MA—The Barbara Lee Family Foundation recently released groundbreaking research showing that women governors rate higher than male governors on a number of key attributes, suggesting that voters strongly support women in executive office once they have seen them govern.

The bipartisan research profiled and analyzed the 2006 gubernatorial campaigns of 11 Democratic and Republican women candidates— including five incumbents who all won re-election. This marks an unprecedented number of women candidates seeking chief executive office. The Barbara Lee Family Foundation recently released groundbreaking research showing that women governors rate higher than male governors on a number of key attributes, suggesting that voters strongly support women in executive office once they have seen them govern.

The research shows that as voters see more women in executive leadership, many of their doubts about them as governors are lifted.”

Women running for office still face unique hurdles, which the research shows can be effectively overcome. Following are some

International, Fire Service Most Trusted by Citizens

International Survey of 19 Nations Ranks Citizen Trust

Nuremberg, Germany—The fire service is regarded as the most trustworthy professional group. At the other end of the scale, union members are rated as least trustworthy, and in many West European countries and the USA these organizations are ranked last. These are the findings of the GfK Trust Index Fall 2007 survey of 19 countries carried out by GfK Custom Research.

With an average of 3.6 points, the fire service is the most trusted organization, followed by the postal service and the police with 2.9 and 2.8 points respectively. Next are the environmental organizations, judges and national charities. According to the results of GfK Custom Research, civil servants, bank employees and unions occupy the last three places on the Trust Index.

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NASCAR Helps Customs and Border Patrol Recruit Top Talent

To aid in the goal of hiring 6,000 new agents, CBP Border Patrol teamed up with Jay Robinson Racing for a 25-race sponsorship on the #28 Chevy. The Chevy made its debut May 11, 2007, at Darlington Raceway during the Diamond Hill Plywood 200 and ran through the end of the 2007 NASCAR Busch Series season.

For more information on how to be published in PA TIMES, please contact Christine Jowett McCrehin at cjowett@aspamed.org.
Americans Dissatisfied with Government Financial Reporting

From FINANCIAL REPORTING, pg. 1

performance was poor in this area. Those surveyed also considered government financial management to be poor in terms of them being “responsible to the public for its spending.” This is compounded by perceived poor performance in providing understandable and timely financial management information.

The survey shows:

• The American public is most dissatisfied with government financial management information disseminated by the federal government. Of those surveyed, 72 percent say that it is extremely or very important to receive this information from the federal government, but only 5 percent are extremely or very satisfied with what they receive.

• 73 percent of American adults surveyed believe that it is extremely or very important for the federal government to be open and honest in its spending practices, yet only 5 percent say they are meeting these expectations.

• 71 percent of those who receive financial management information from the government or believe it is important to receive it, say they would use the information to influence their vote.

Remond Van Daniker, executive director at AGA, said, “We commissioned this survey to shed some light on the way the public perceives those issues relating to government financial accountability and transparency that are important to our members. Nobody is pretending that the figures are a shock, but we are glad to have established a benchmark against which we can track progress in years to come.” He continued, “AGA members working in government at all levels are in the very forefront of the fight to increase levels of government accountability and transparency. We believe that the traditional methods of communicating government financial information—through reams of audited financial statements that have little relevance to the taxpayer—must be supplemented by government financial reporting that expresses complex financial data in a manner that our members are committed to taking these concepts forward.”

Justin Greeves, who led the team at Harris Interactive® that fielded the survey for the AGA said, “The survey respondents include some extremely stark, unambiguous findings. Public levels of dissatisfaction and distrust of government spending practices came through loud and clear, across every geography, demographic group and political ideology. Worthy of special note, perhaps, is a 67 percent point gap between those who have high regard for government and what they receive. These are significant findings that I hope government and the public find useful.”

This survey was conducted online within the United States by Harris Interactive® on behalf of the American Association of Government Accountants between January 4 and 8, 2008, among 1,652 adults aged 18 or over. Results were weighted as needed for age, sex, race/ethnicity, education, region and household income. Propensity score weighting was also used to adjust for respondents’ propensity to be online. No estimates of theoretical sampling error can be calculated.


Trust in Professional Groups Varies by Country, According to Survey

From TRUST, pg. 1

Top 3: Fire Service, Postal Service, Police

94 percent of the survey subjects said they had confidence in the fire service and two thirds of them said the believe the service to be very trustworthy. This makes fire service personnel everywhere the most trusted professional group, with the postal service coming well behind in second place.

Taking the average of all the countries surveyed, 75 percent of the population trust their postal service providers, particularly in Central and Eastern Europe, while in Western Europe, the postal service is ranked third, with the police just above in second place.

In the case of judges, a mixed picture emerges in a country comparison: while the majority of West Europeans and Americans—as high as 66 percent in the U.S.—have faith in judges, the figure is just 49 percent in Central and Eastern Europe. Bulgarians, Italians and Greeks are particularly lacking in trust for this professional group, which, conversely, is especially well regarded in Sweden, the Netherlands, Turkey, Switzerland, Austria and Germany.

National charitable institutions scored 2.6 points on the Trust Index, which is the same as for judges. However, with an index value of 62 percent, these organizations are rated particularly trustworthy in Central and Eastern Europe compared with Western Europe and America, where the Trust Index rating is 55 percent and 57 percent respectively. The Swiss, Poles and Turks, above all, rate their charitable institutions the highest very highly.

Mixed Picture in Country Comparison

The amount of trust the survey correspondents said they had in judges, national charities, civil servants and bank employ-ees fluctuated from country to country, but overall, the picture was positive in more than two thirds of the countries surveyed.

In case of the police, it comes as no surprise that Americans trust their law enforcement agencies the most, with over 70 percent of survey respondents giving this professional group the thumbs down when it comes to trust.

However, there are also countries where unions are well regarded by the majority. In the Netherlands 71 percent of the population said they had confidence in the unions and in Switzerland, Sweden, Turkey, Belgium, Spain and Poland the same stands much higher.

The picture is equally disparate when it comes to bank employees. Around half the respondents said they trusted them in some countries, bankers even enjoyed a very high level of trust, such as in Sweden and the Netherlands, where more than 80 percent said they trusted bank employees and Switzerland and Germany, where the figure was over 70 percent. On the other hand, just as many Bulgarians had absolutely no faith in the banks and the survey also produced a higher than average negative trust rating in Hungary, Spain, Russia and France.

Further information: Mark Hofmans, GfK Custom Research Development & Training. Email: mark.hofmans@gfk.com.

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*Display Advertising cancellation policy: Cancellations will be billed full price.
Chris Myers Asch

My, what a storm one little idea has caused!

As one of the two people who launched the initiative to build the U.S. Public Service Academy, I welcome the dialogue that the American Society for Public Administration has encouraged surrounding our idea. Constructive criticism can lead to better, stronger policy proposals, so long as the debate does not devolve into paralysis and polarization.

The Public Service Academy is a simple idea with powerful potential. In essence, we want to build a civilian counterpart to the military academies. Because our nation places a high value on having strong military leadership, we offer five focused, extraordinary (and yes, not inexpensive) service academies to develop more than 15,000 military leaders. But we do not offer a similar unique national institution to nurture civilian leadership. That must change.

As a highly visible national institution, the Academy will help transform how young people perceive, prepare for, and pursue public service. Modeled on the military academies, the Academy would provide a federally subsidized, four-year college education in exchange for five years of mandatory service following graduation.

Spots for nearly 1,300 incoming freshmen would be allocated by state, using congressional nominations and a competitive admission process similar to that used by the military academies. The Academy would offer a stand-alone campus with a unified culture built around a public service scholarship program. As alumni rise to positions of authority, the Academy will help make public service “cool” again. Its impact will grow over time, as alumni contribute to the Academy’s mission.

One blogger even denounced it [Public Service Academy] as “the most dangerous idea in politics today”—we take a perverse pride in the label.

After graduating from the Academy, students would pay forward—for their education to the nation by working for five years in a public institution and, like their military academy peers, they would be required to go where they are assigned. A number of critics, from both sides of the ideological spectrum, have attacked the Academy initiative. One blogger even denounced it as “the most dangerous idea in politics today”—we take a perverse pride in the label.

Perhaps the most common criticism we hear is that America already has “public service academies” all over the country in public administration and public affairs programs at existing colleges. These critics misunderstand the nature of the Academy. Because the Academy will be a federally-funded institution that offers all students a full scholarship, it not only will have a national civic mission, it also will be able to demand more of its students. It will not simply be a liberal arts school that happens to be funded by the federal government. It will be a leadership development campus aimed specifically at the public sector.

The Academy will be unlike any other civilian college. In addition to the five-year post-graduation service requirement (which has no civilian parallel), it will offer a unique core curriculum that will emphasize civics, service-learning and international education, with challenging requirements for study abroad, public service internships and leadership development activities year-round. Readers may visit the Academy’s website (www.uspublicserviceacademy.org) and read the Draft Blueprint to determine if any existing college offers an academic program as rigorous and service-focused as the Academy.

Critics often argue that the Academy is a well-intentioned idea, but we do not need it. Yet we face a massive and growing shortage of top-quality public servants at all levels of society because a decreasing proportion of undergraduates choose to enter public service.

A recent study by The Financial Times shows that even at top-notch programs such as Columbia University’s School of Public Affairs, the percentage of graduates who enter public service following graduation has been dropped by nearly a generation. This decrease stems in part because the cost of college can make pursuing public service prohibitive—the average college graduate now owes around $20,000 (and much more if they attend private schools), a debt load that often prices students out of public service.

But the unwillingness of students to commit to public service also reflects a culture that belittles the public sector and values individual achievement and material advancement over service to the nation. We need, now more than ever, a prestigious, national institution that can capture the imagination of a new generation of young people and channel their energy into public service.

Another criticism we encounter is that the Academy focuses on the wrong students. Rather than offering undergraduate programs, critics contend, it should aim higher, at the graduate level. Certainly, graduate education is important, and our proposal would follow the lead of the military academies and subsidize an Academy student’s post-Academy graduate education, in return for an additional extended service commitment. But, focusing solely on graduate students both belittles the import of an undergraduate education and diminishes the potential of talented young people who potentially could be attracted to the public sector in the first place. Embedded within this critique is the assumption that a student’s undergraduate experience has little effect on whether he or she would be interested in pursuing (or even able to pursue a career in) public service after graduation.

Yet, college is far more formative in terms of a student’s character and career choice than graduate school. Many talented students enter college with dreams of public service, but they graduate four years later with different priorities and interests. Had they gone to an Academy that offered a service-oriented setting that nurtured and cultivated their service impulses, these students could have pursued a public service future. Instead, we lose them and our nation suffers as a result.

Instead of building an Academy, some critics argue, Congress should create a public service scholarship program. Scholarships are a worthy, but limited, tool. They ignore the symbolic importance of creating an institution that can raise the visibility and prestige of public service. Boldness matters– inspire young people, an idea must be bold, exciting, different. As an exciting national institution, the Academy will help make public service “cool” again. Its impact will grow over time, as alumni rise to positions of authority in public institutions around the country. Like West Point and the military academies (and unlike prestigious scholarship programs such as the Rhodes, Truman, or Fulbright) the Academy will become an integral part of American life, the institutional embodiment of our national commitment to public service. Culture also matters—and scholarships cannot instill a culture. Existing institutions have their own set of priorities and procedures; scholarship money would benefit individual students but would neither alter the overarching mission of their institutions nor offer a transformational cohort experience. With its intense focus on service, its rigorous leadership development program, and its tough, five-year commitment, the Academy would instill a culture of service that could bond students to one another and create a network of lifetime leaders.

Having a stand-alone campus with a challenging curriculum is the only way to create a unique campus culture that develops a strong esprit du corps, a unified culture built around the idea of service. Students would gain a more intensive, more focused, more rewarding education, while the nation would gain stronger, better-trained, more dedicated young leaders ready and able to serve their country for five years.

Despite the critics (and much to their dismay), the Academy initiative is generating excitement among people across the political spectrum. The U.S. Public Service Academy Act, introduced in both the Senate and the House of Representatives last March, now has more than 110 co-sponsors from both parties. Two presidential candidates have endorsed the idea, along with college presidents, labor unions, service organizations, and even a former secretary of state. It was featured as a key part of Time magazine’s ten-point Plan for National Service, as well as Youth Service America’s “Nine for ’09” campaign. Thanks to the power and appeal of the Academy idea, public service education has become an issue in the presidential campaign.

ASPA members should welcome a Public Service Academy. It would embody ASPA’s ideals and advance its mission. By helping to make public service a more attractive career choice, the Academy will increase the number of students who attend public service programs at schools across the country. It will reinvigorate our sense of public service by catalyzing a new generation of young people to enter public service. With the upcoming presidential election, we have the chance to build a permanent institution devoted to public service, a civilian institution on par with West Point and the military academies. We must not let this opportunity slip away.

Chris Myers Asch is the Executive Director of the U.S. Public Service Academy. Email: asch@uspublicserviceacademy.org
Governments at All Levels Show High Rates of Misconduct; "Next Enron" Could Be in Public Sector

Washington, DC—With employees at all levels of government witnessing a high incidence of ethical misconduct—and with many local and state entities, particularly, failing to establish strong ethics programs—the public sector is at considerable risk of seeing major ethics scandals unfold, the Ethics Resource Center’s National Government Ethics Survey (NGES) shows.

“The next Enron could occur within government,” said ERC President Patricia Harned, Ph.D. “Almost one quarter of public sector employees identify their work environments as conducive to misconduct—places where there is strong pressure to compromise standards, where situations invite wrongdoing and/or employees’ personal values conflict with the values espoused at work. Government—especially at the state and local levels—simply is not doing enough to address the problem.

The federal government fared slightly better when workers at all three levels were questioned about incidents of misconduct, their reporting of those actions and the existence and quality of programs to enforce ethical standards. The overall prevalence of observed misconduct in government roughly matches what ERC found in its National Business Ethics Survey (NBES), released last November. (To download the fall 2007 NGES, go to www.ethics.org/download.asp?fid=103)

Slightly less than one-third (30 percent) of federal workers surveyed believe their organizations have well-implemented ethics and compliance programs, which ERC has found greatly reduce the incidence of misconduct. Only one in 10 said there is, indeed, a strong ethical culture in their federal workplace. But the results were considerably less impressive at the state level (where only 14 percent saw strong ethics programs and a mere 7 percent perceive a truly ethical culture) and in local government (where the figures were 14 percent and 9 percent, respectively).

Almost two thirds of local government employees (63 percent) said they observed at least one type of misconduct in the previous year. At the state level, the rate of reported misconduct was 57 percent, while 52 percent of federal workers had witnessed ethics breeches. In the aggregate, 57 percent of public servants surveyed had observed misconduct in the past year. There has been no improvement since ERC’s last survey of government employees in 2005, and the rate is worse than that of the biennial survey in 2003.

Local government had the highest level of workers who witnessed misconduct but did not report it—34 percent. That compares with 29 percent at the state level and 25 percent within federal agencies.

Overall, however, more public sector workers in the 2007 survey reported misconduct that they had seen than was the case in any recent biennial surveys by ERC. The 70 percent overall rate compared with 58 percent in 2005 and 62 percent in 2003.

The most commonly observed types of misconduct at each level of government were:

- **State**—putting one’s own interests ahead of the organization (32 percent), lying to employees (28 percent) and abusive behavior (26 percent).
- **Federal**—abusive behavior (23 percent), safety violations (21 percent) and (tied) lying to employees or putting one’s own interests ahead of the organization’s (tied at 20 percent)
- **Local**—abusive behavior (26 percent) putting own interests ahead of the organization (26 percent) and Internet abuse (23 percent).

“There is a strong risk of losing the public trust that is essential for any government to maintain,” Harned said. “Voters must believe that elected officials, political appointees, and career government employees act in their best interest. Eroded trust hinders government’s effectiveness.”

“Because government sets many rules to assure ethical practices in business, it is vital that government set a high standard of ethics and fear increase the likelihood that management will remain unaware. At the state level, for instance, 17 percent of employees reporting misconduct have experienced retaliation. Of state employees who witnessed misconduct and chose not to report it, 30 percent feared retaliation from their bosses, and 26 percent feared peer retaliation.

At all government levels, confidential whistleblower hotlines—long touted as a safe way for workers to report the misdeeds of colleagues or supervisors—were shunned by most who witnessed misconduct. Overall, only 1 percent of government workers used hotlines to report the misconduct they saw.

Other notable NGES findings include the following:

- Nearly one-third of employees say government is not socially responsible, in areas such as considering the effect of its actions on the environment in business decisions or considering the effect of those decisions on future generations.
- Roughly half (48 percent) of government employees say that they encounter situations that invite misconduct. The occurrence of such situations is on the rise since 2005, when the rate was 41 percent.
- Fraud takes place in government as much as it does in business; the most common forms are: document alteration; financial record alteration; lying to customers, vendors, or the public; lying to employees; and misreporting of hours worked.

The 2007 NGES is part of a larger project that included the National Business Ethics Survey, released in November 2007. Data was collected by Opinion Research Corporation; ERC established survey questions and sampling methodology. In all, 3,452 employees in the business, government and nonprofit sectors were polled; responses from 774 government employees were isolated and weighted for NGES.

For more information about Ethics Resource Center, visit www.ethics.org.
2008 Top Seven Intelligent Communities of the Year

Honolulu—The Intelligent Community Forum announced today its list of the Top Seven Intelligent Communities of the Year, each a model for economic development in the 21st Century, at PTC’08 in Honolulu, Hawaii. The Top Seven announcement is the second stage of ICF’s annual Intelligent Community awards cycle. Gaining a place among the Top Seven is a major achievement as well as a step toward even greater recognition for communities working to create prosperity and social inclusion in what ICF terms “the broadband economy.”

The Top Seven were selected, based on analysis by academic experts, from among the Smart21 Communities of the Year, a group of semi-finalists named by ICF on October 25, 2007, in Waterloo, Ontario, Canada, which was the 2007 Intelligent Community of the Year. On May 16, one of the Top Seven will be named 2008’s Intelligent Community of the Year during ICF’s Building the Broadband Economy annual summit in New York City.

Cities in the US, Canada, Estonia, South Korea, and the UK

At a PTC’08 reception honoring the Smart21 Communities, ICF co-founder Louis A. Zacharilla announced the 2008 Top Seven. He noted that, for the first time, the Top Seven included three American communities, plus three from the rest of the world that were named to the list a second time. Listed in alphabetical order, the 2008 Top Seven Intelligent Communities of the Year are:

• Dundee, Scotland, United Kingdom. This former industrial center known for “jute, jam and journalism” has transformed itself through intensive government-academic-business collaboration and broadband deployment into a UK center for life sciences and digital media. An innovative smart card for citizens was so successful that the Scottish Government asked Dundee to run its national program. With rising net job growth and business starts, Dundee has created a Digital Observatory to track its future progress as an Intelligent Community. (Top Seven 2007)

• Fredericton, New Brunswick, Canada. This community of 50,000 was a broadband “have not” until the City Council led an effort to aggregate public-sector, university and business demand and created e-Novations, its own fiber carrier, then launched the Fred-eZone wireless network offering free connectivity across the city. Today, Fredericton contains 70 percent of the province’s knowledge-based businesses and is using ICT to substantially reduce its carbon footprint.

• Gangnam District, Seoul, South Korea. With only 2.5 percent of Seoul’s population, this district produces 25 percent of the city’s economic activity, and has invested its wealth in the next generation of e-government. Since 1995, a relentless digital drive has reduced the cost of government while delivering online services, education, quality of life programs and e-democracy to citizens. Over 70 percent of citizens have received ICT training through schools, community centers and a TV GOV program. (Top Seven 2007)

• Northeast Ohio, USA. The communities of this region are rising from the ashes of deindustrialization to recreate the entrepreneurial business, political and social culture that produced its first wave of prosperity. A successful fiber network deployment by OneCommunity has been leveraged by government and nonprofits to jumpstart new investment, improve healthcare delivery, bring the best in culture and education to urban schools, and engage tens of thousands of area leaders in collaboration over regional economic development.

• Tallinn, Estonia. A suggestion by Estonia’s president in 1995 that schools be connected to the Internet led to an ICT revolution that has linked 100 percent of Tallinn’s secondary schools to the Web and established over 600 public access points. More than 100,000 adults have received ICT training, while e-government programs have produced one of the most advanced smart card systems in Europe and a middleware program that slashes the costs of e-government. It was not until 2004 that the last Russian troops left the country, yet today, Tallinn receives 77 percent of all foreign direct investment into Estonia and seven out of ten in its workforce are in the service sector. (Top Seven 2007)

• Westchester County, New York, USA. This suburb of New York City was largely ignored by broadband carriers until it amassed demand from public agencies and built a multi-gigabit fiber network that now serves over 3,500 companies. Determined to maintain the quality of life that is its most compelling advantage, the county has invested in promoting business growth, improving the skills of its workforce and fighting digital exclusion in a community that has seen new immigrants become 35 percent of its population.

• Winston-Salem, North Carolina, USA. Powerful government-business-academic collaboration led by Wake Forest University permitted this former “tobacco capital” to build a fiber network that spurred demand and led to an 88 percent broadband penetration rate. The partners have used this digital foundation to develop free computer labs across the region, create an e-government portal that is number three in the nation, and build a sustainable ICT skills training program. The city and county now count 37,000 biotech employees as residents and will fund a program to put PCs and broadband connections into the homes of low-income students.

For more information visit www.intelligentcommunity.org.

CALL FOR APPLICATION
Editorship of the International Journal of Economic Development

The Executive Board of the Southern Public Administration Education Foundation (SPAEF) invites applications for a new editor for the International Journal of Economic Development (IJED). The new editor should be prepared to begin the transition process in spring/summer 2007.

IJED is a blind peer-reviewed journal published electronically since 1999. The purpose of this journal is to enhance understanding and knowledge of economic development from both theoretical and practical perspectives. The journal offers a channel for students, researchers, and practitioners to study major policy and managerial issues related to economic development at all levels of government. Emphasizing a comprehensive and interdisciplinary approach, the journal explores economic development issues from such aspects as development economics, political economy, development administration, and regional and urban economic development. The journal focuses not only on the contribution of private and nonprofit organizations to economic development but also the important role of government, public policy, and management in economic development.

The editor will be responsible for:

• overseeing the manuscript review process
• soliciting manuscripts appropriate to the journal
• commissioning symposia
• identifying and appointing qualified members of the editorial board

SPAEF will provide support for the journal’s online publishing. Institutional affiliation welcome.

Applications should include a curriculum vitae and a statement detailing the candidate’s qualifications, relevant experience and vision for the journal. Applications should be sent to the attention of IJED search committee at paq@spaef.com.
Small government agencies, like my employer, have difficulty competing with private and large local firms in hiring and keeping accountants. The belief that employee development improves employee attitudes and retention led to one of the division programs being developed, the CPA Review Reimbursement Program.

In the last five years, management estimates that 19 employees have entered the program, including new employees; five have passed the exam. One such successful candidate was Karen Foster. (Names have been changed to protect employee privacy.)

The reimbursement program was in effect when Karen was hired. Although she had purchased her CPA review material prior to accepting a position, she was partially reimbursed for the materials. SinceKaren was hired. Although she had purchased her CPA review material prior to accepting a position, she was partially reimbursed for the materials. Since 1995, the division has 11 new hires and numerous applicants. One such hire, Lisa, offered her opinion of the program.

Lisa was reimbursed around $500 to $1,000, and recently received her new material. She expressed gratitude for the reimbursement and stated that the program has made “affording the review material one less obstacle.” She further stated that the reimbursement policy did contribute to her accepting a position with Post-Audit.

To increase the division’s ability to attract more applicants, a complete CPA Assistance Program was specifically designed. During this process, it was determined that other small agencies with similar problems may need a reimbursement program that will benefit the employer by attracting and retaining valuable workers and help employees with costly educational expenses. Any small agency can create a reimbursement program; however, it must be set up well. The following guidelines can aid in constructing a reimbursement program.

A number of employers willing to pay the tuition of their employees have lowered turnover, retained more educated workers, and boosted morale.

- Be specific in guidelines and require-ments. A liberal tuition policy can create problems, so all parts of the program should receive careful consideration. When establishing such programs, areas to review include tuition reimbursement process; duration; maximum amount of assistance; performance requirements; contractual agreement; required forms; uncompleted programs policy; employee handbook amendments; and navigation of legal language.
- Describe the tuition reimbursement process. The program may apply toward a college degree (Associate, Bachelor, and Master’s Degree), individual college classes, Continuing Education credit (CPE) courses, Certified Public Accounting (CPA) Exam preparation material and CPA examination sitting fees.
- Define the duration. A policy must mandate a specific time frame. College programs must be completed within a stated period following the date of acceptance into the program, such as an Associate Degree completed in three years; a Bachelor’s Degree completed in five years; and Master’s Degree completed in three years. CPA exam assistance may comprise three years of CPA mentoring.
- State the reimbursable amount. All college applicants should receive aid in completing a Federal Financial Aid (FFA) packet; awards need only be applied to expenses that are above any FFA awards. According to the Internal Revenue Service Publication 970, competing employers are allowed to provide up to $5,250 annually in tax-free non-job-related tuition aid. A maximum annual allowance should be divided between semesters per academic year.
Transform Your Courses

The Bureaucratic Experience
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Tuition Reimbursement Shown to Attract and Retain Workers
From REIMBURSEMENT, pg. 6
(including summer sessions).
• Specify performance requirements. A policy that applies a percentage to each final grade will mitigate the problem of poor performance. For example, an agency can pay expenses based on the grade obtained in each completed class. To illustrate, 100 percent of the expenses are paid for an A; 50 percent of the expenses are paid for a B; and no reimbursement is paid for a C or lower. CPE seminars are reimbursed based on whether the material is business related, the number of hours, the average cost, and whether a pass or fail grade was obtained. One hundred percent of each section’s sitting fees are paid when an employee CPA candidate passes the CPA exam. Employees failing to pass a class or the exam may retake the course or section at their own expense; however, reimbursement will only be made for the course that meets the grade requirement. This policy aids in maintaining a specific performance level at a designated cost.

In “Reimbursement and Voluntary Turnover,” employees that earned a degree and could contract to work for the agency one full year after completing an Associate Degree. In the Benson, Finegold, and Molnar 2004 study in the Academy of Management Journal, “You Paid for the Skills, Now Keep Them: Tuition Reimbursement and Voluntary Turnover,” employees that earned a degree and promoted were 56 percent less likely to quit than their peers that were not subsequently promoted.

Prior to offering the program, agencies should review the advancement policy and procedures, and determine if promotion or an increase in responsibilities is available. Encouraging employees through a guaranteed increase in responsibility or a promotion following the completion of the program may be an added incentive.

• Select required forms. A program packet may include the following forms: an application (dependent on the size of the business), a plan of study, a justification letter, and a reimbursement agreement or contract. The application and guidelines should state the eligibility requirements for assistance. A plan of study outlines the specific course requirements for the degree; it can be adjusted and resubmitted if conditions change. Each degree may require an individual plan of study. The employee explains his or her reason(s) to participate in the program in the justification letter. In addition, chosen review material and CPA registration forms must be completed and submitted.

In “The Reimbursement Policy,” the reimbursement agreement should stipulate that should the program not be completed (i.e., the employee quit or be terminated), the full amount of the reimbursed tuition will be converted to a loan agreement and treated as a debt to the agency. Employees may reimburse the agency for the incurred expenses and void the contract.

• Identify employee handbook amendments. The reimbursement policy should include the following information in the employee handbook:
  – Guidelines for notifying applicants of their assistance status and deadlines;
  – Approved accredited institution fees, tuition, and supplies; and
  – State Board of Accountancy requirements for a CPA candidate.

If awarded, applicants are required to submit the original grade report and receipt of payment within a minimum period of completion of the approved course. Any recipient who abuses the reimbursement policy will be removed from the program and program eligibility restricted for a stated period.

• Review of contracts by Legal Services. There are legal considerations when implementing a tuition reimbursement program. Navigation of technical language in creating a policy should be reviewed by appropriate legal services. It is the agency’s responsibility to determine the taxable portion of education assistance payments made.

In “Putting the Service in Public Service,” inspiration through tuition reimbursement can aid in reducing overall turnover rates. A cost per retention program turnover decreases, as Warner and Mansfield stated in the 2007 Journal of Education for Business article titled “Family Benefits—What Are Students’ Attitudes and Expectations by Gender?” A number of employers willing to pay the tuition of their employees have lowered turnover, retained more educated workers, and boosted morale. An education program that is popular with employees effectively helps the agency compete in retaining the best and brightest.

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Want to submit an article to PA TIMES?

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for submission guidelines
Robert Gomperts was a successful business- man for 40 years. 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 and too much curiosity. Gomperts wanted to earn additional income and he had some unfilled expertise—relating to a 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 skills and, amazingly, he got the job. Someone in the Virginia state government was creative and bold enough to hire an old guy with no public sector experience!

It was a great match. Working in Virginia state government for five years was the most fulfilling, most engaging, and most satisfying part of his life.

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

If these two stories sound familiar, it’s because I wrote about these public servants in column last year. I also described a new research project the Partnership for Public Service was beginning—Fed Experience—to explore the feasibility of attracting older workers to government.

In the year since I wrote that column, we’ve completed that research and issued our final report, A Golden Opportunity: Recruiting Baby Boomers into Government. Our research revealed that there are many more baby boomers like Gomperts and Vande Vanter who are interested in “encore careers” in government. Millions of them.

And government needs them. The public sector has a much higher percentages of employees age 50 or older than the private sector. The result will be an exodus of talent from government—before the private sector feels that same pain.

When I wrote last year about hiring older workers, some readers wrote that they were concerned that hiring older “outsiders” could reduce advancement opportunities for current employees and also limit opportunities for young people to enter public service.

My response was—and is—that the search for talent in government isn’t a zero-sum proposition. As we emphasize in A Golden Opportunity, government should look first to its current employees, helping them develop, grow and advance. The future offers plenty of opportunities for current employees to advance, for young people to enter government, and for trained public administrators to lead.

The choice isn’t about which talent pools to access. The enormity of what government faces is why there’s no “silver bullet” in the war for talent. Instead, what’s needed is “silver bucketshot.” Government must attract and develop talent from all sources, including stepping up efforts to attract outside talent, ranging from new college grads to experienced older workers.

But hiring experienced talent requires different recruiting strategies. Unlike college students, older Americans have no career services network. Most government recruiters can tap into. In addition, while many younger workers don’t know what to expect when looking for a job, older workers have clear expectations about acceptable working conditions and application procedures.

Older workers also view government more skeptically. A 2007 Pew Research Center survey found that more than 70 percent of people age 50 to 64 view government as inefficient, compared to only 42 percent of those under 30.

The enormity of what government faces is why there’s no “silver bullet” in the war for talent. Instead, what’s needed is “silver bucketshot.”

Government must attract and develop talent from all sources...

A Golden Opportunity lays out the case for, and barriers to, connecting these baby boomers with job opportunities. To gauge the interest of the 78-million-strong baby boomer generation, the Partnership surveyed workers age 30 to 65. The survey results are encouraging:

• Older, experienced workers plan to continue working...and for quite a while. Almost 30 percent of those age 55-59 plan to continue working beyond their 65th birthday. Sixteen percent who are 60 and over plan to work for at least 11 more years.

• Older workers are interested in government service. Substantial percentages are interested in working in government—57 percent for state government, 53 percent for federal, and 52 percent for local.

• Older Americans seek interesting and challenging work, health benefits, a good salary, and a solid retirement plan. These are areas where government should be competitive, particularly in offering challenging work and good benefits.

The Barriers

Despite the encouraging survey results, increasing the flow of talented older workers into government means overcoming common obstacles. In A Golden Opportunity, we flag the key barriers. Although our focus is on the federal government, we believe the same barriers exist in state and local government:

• Lack of knowledge. Just 11 percent of older Americans said they were knowledgeable about government job opportunities. This tracks with a 2007 Partnership survey of college students, where only 13 percent of juniors and seniors said they were knowledgeable about public sector job opportunities.

• Negative perceptions. Two out of three older Americans believe the federal government is ineffective. Those who believe the federal government is effective are twice as likely to be interested in government employment. While we did not ask about state and local government, other survey research suggests similar results.

• A broken hiring process. Fifty-seven percent of older Americans said the government application process is difficult compared to other jobs. Older workers who reviewed a sample of vacancy announcements said they were too long, confusing and user-unfriendly—“way too bureaucratic,” “totally confusing,” and “extremely too long.” As one person put it, “The overall feel of the job vacancy announcement is negative and heavy handed if this application is like this, what’s it’s like to work there and why would you want to?”

• Mutual skepticism. Some managers said they doubt outside hires will understand “how things are done” in government. Older workers don’t necessarily disagree, believing that government work is completely different from the private and nonprofit sectors.

Overcoming the Barriers

While these barriers may seem daunting, in A Golden Opportunity we lay out how government can overcome them.

Aggressively recruit from all talent pools, including older workers. This means opening more jobs to the public, even mid- and upper-level jobs that have traditionally been filled from outside.

Improve outreach and marketing of government jobs to experienced workers:

• Personalize agency missions and jobs by profiling real people (especially older workers) in real jobs.

• Prominently feature the advantages and benefits of government employment that resonate strongly with experienced workers—exciting missions, interesting and challenging work, health and life insurance, and retirement plans.

• Partner with organizations such as AARP; professional networks, societies and associations; trade journals; state employment agencies; and military retiree and other organizations that can reach experienced workers.

• Contract with recruitment and employment services firms, especially for high-level positions and jobs requiring hard-to-find competencies.

• Expand entry-level recruitment—older workers can also be good candidates for these jobs.

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Strategic Management in Action

Christine Gibbs Springer

Most organizations, regardless of their size, complexity or mission struggle with implementing Strategic Actions—identify ing, prioritizing, planning and managing change. Although these same organiza tions recognize the vital role that strategic management plays in advancing their goals, most fail to ensure that their new initiatives are actually effective. Every year, too many dollars are budgeted on the wrong initiatives and are then wasted. Recently, 43 organizations talked with me about what was important in executing their strategies and ranked in order of priority processes that contributed to success. First was organiza tional alignment followed by strategy development, planning and budgeting and action-oriented management.

In order for the strategic management process to work, relevant criteria must first be used to make decisions about how to proceed and then a consistent manage ment process needs to be agreed upon using four key elements:

• Identifying and Collecting Ideas,
• Evaluating and Prioritizing Ideas,
• Planning and Approving Implementation and finally,
• Launching Project Management and Portfolio Management Practices.

Strategic Actions are projects or programs outside of an organization’s day-to-day operational activities that are meant to help the organization achieve its strategy. They are such things as instituting change, creating capability to do something new or better, or improving performance by improving a process such as restructuring the organization’s delivery of services which might involve retraining employees, developing new service locations and redesigning how the services are provided. I have found that the reason few Strategic Actions achieve desired results is due principally to one or more reasons:

• Work Overload—the organization tries to implement too many changes at once and ends up spreading its resources too thin.
• Lack of Alignment—one change is at cross purposes with another.
• Inability to Prioritize Strategic Actions—leaders fail to come to agreement on which change should take top priority, resulting in the adoption of Strategic Actions that are less relevant being pursued, therefore receiving limited support.
• Poor Project Management—changes are either mismanaged, poorly communicated or not managed through to completion.

At the end of the day, Strategic Action requires more than thinking or planning, it requires leadership, commitment, good organizational processes and management.

Choosing which Strategic Action to pursue requires that the organization first and foremost ensure that the action is aligned with key organizational goals and objectives. Strategic frameworks enable organizations to group actions by major goals and to create a portfolio of strategically related initiatives aligned to each of them.

By organizing actions into portfolios, managers can then analyze them in order to understand how they individually or in aggregate impact the organization’s strategic goals, determine the impact of one action on another, phase actions in order to meet short and long-term goals, get an idea of what the total investment needs to be in order to support each action and measure the return on investment, prioritize actions within each portfolio and reallocate resources to those with the greatest impact on achieving strategic goals while deferring those that have less impact and finally, discard actions that don’t support the strategy or do so at too high a cost.

These Action Portfolios become the organizing framework by which leadership teams can make important decisions about how to ensure a success fully executable strategy.

The strategic framework then provides leaders with the ability to manage the process from idea gathering to strategic management over time. Four key elements define whether or not they will do so successfully.

Identifying and collecting ideas. It is essential to create a way that allows new ideas to flow from employees of all levels and from stakeholders within and external to the organization. Sometimes that means using technology such as Intranet channels to open and speed the flow of ideas from all sources.

To be effective, organizations shouldn’t just count on ideas flowing in but also establish procedures for managers to solicit those ideas as well. Ideas that are submitted should be fully described and outlined including costs and benefits. The leadership team reviews the submissions and selects those actions that they believe deserve sponsorship which means that someone in leadership will be accountable for marshalling resources to support its implementation.

The idea is evaluated using an established set of sound criteria…not simply the loudest voice or organizational politics…because doing so usually leads to disappointing results. In fact, I have found that leadership teams are more comfortable supporting change when politics is removed from the decision making process and decisions are based entirely on objective information.

Sometimes organizations facilitate such an evaluation by including standardized criteria in a proposal template that is used by those who submit the ideas. It is then possible for the leadership team to evaluate the ideas based upon strategic fit and benefit, resource demands and risks involved. They are able to prioritize proposed changes by checking the rankings of each and then building a priority list using facilitation techniques to gain consensus and if necessary mediate any disagreements.

The prioritized action becomes part of a plan that defines the purpose of the change and demonstrates its alignment to strategic and operational objectives. As part of the planning process, resources that will be needed are defined and how and from where they will be allocated as well as things like project management, target dates, cost/benefit tradeoffs, and a start date. Both the Strategic Action’s sponsor and the leadership team reviews the plan and approves it when they agree that all questions have been answered.

Once the Strategic Action Plans have been reviewed and approved, start dates are communicated to the Strategic Action Managers and resources are allocated. Plans should also be reviewed after the Strategic Action is completed so that the organization can identify performance deviations and planning miscalculations, advance organizational learning, maintain sponsor and manager accountability, and generally improve the strategic management process.

The use of standard project and portfolio management practices is critical to success. This is particularly true in complex organizations where coordination and collaboration is important to achieving desired outcomes. For example, Strategic Actions often require long timeframes to take effect thereby spanning multiple quarters and sometimes years. Without an organizational commitment and management processes in place, Strategic Actions run the risk of not staying aligned with changing organizational goals and needs thereby running into problems and fading due to lack of support. Project management ensures that the Strategic Action is actively managed throughout its life cycle and portfolio management ensures that the most strategically valuable set of actions are kept within each portfolio.

As strategic and operational goals evolve, an organization’s leadership can make sure that they are implementing the right Strategic Actions to achieve goals. During the initial review, this can mean canceling up to 20 percent of existing actions because they are not strategically viable. By using a decision process that leadership teams employ to ensure that their portfolios are able to support the achievement of both short and long-term goals as well as that they maintain a healthy risk/return balance. Portfolio reviews are usually conducted quarterly or semi-annually and adjustments are then made for changing conditions. Together, project and portfolio management can help keep strategic management on schedule, on budget and true to original intent while at the same time maximizing return on investment.

Often these roles are assigned to a project management office or a strategic management team. At the end of the day, Strategic Action requires more than thinking or planning, it requires leadership, commitment, good organizational processes and management.

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Study Reveals $13.9 Billion Annual Fed. Telework Deficit

Alexandria, VA—Telework ExchangeSM, a public-private partnership focused on telework in government, today announced the results of the “Telework Eligibility Profile: Feds Fit the Bill” study. Underwritten by TANDBERG, a leading global provider of telepresence, high-definition videoconferencing, and mobile video products and services, the study reveals that Feds are telework friendly, based on responses to the Telework Exchange Online Telework Eligibility Gizmo, a quiz-based calculator that helps employees determine telework eligibility.

An overwhelming majority—96 percent—of respondents should be teleworking, yet only 20 percent currently do. Extrapolating from the Online Telework Eligibility Gizmo, participants to the total Federal workforce, the study reveals that if all Federal employees who are eligible to telework full time were to do so, Feds could realize $13.9 billion savings in commuting costs annually and eliminate 21.5 billion pounds of pollutants out of the environment each year.

Key study findings include:

• Knowledge is Power: One in three Federal employees is still not aware of their agency’s telework program. Study participants cite reducing commuting time, maintaining work-life balance, and continuity of operations (COOP) as top telework benefits.

• Ideal Telework World: Feds are telework friendly—out of 96 percent of respondents who are eligible to telework, 79 percent are eligible to telework full time.

• Eligibility Deficit: Forty-two percent of respondents are not aware if they are eligible to telework. Ninety percent of these respondents are, in fact, eligible to telework. If Feds who are unaware of their telework status could telework full time, they would collectively save $5 billion in commuting costs and spare the environment 7.7 billion pounds of pollutants annually.

• Fitting the Profile: To telework effectively, candidates identified the following requirements—communicating via e-mail and phone, remote access to an organization’s IT infrastructure, a safe alternative work environment, and the ability to control one’s schedule to a significant degree.

“The Federal government has been slow to adopt telework,” said Joel Brunson, president, TANDBERG Federal. “However, with recruitment and retention benefits, growing traffic concerns, continuity of operations requirements, and increasing environmental awareness, we are finally reaching a tipping point. Telework will soon become a standard operating procedure in many Federal agencies.”

“As the study indicates, the benefits for Feds’ wallets are staggering,” said Stephen W.T. O’Keefe, executive director, Telework Exchange. “Teleworking just three days a week translates to a 60 percent reduction in commuting costs—saving the average Federal employee nearly $6,000 annually. In fact, the Federal government telework deficit is equivalent to the gross domestic product of Jamaica. To offset the amount of CO2 emissions Feds disperse in the environment by commuting, we would need to plant 32 million trees a year. Let’s get these people off the roadways.”

The “Telework Eligibility Profile: Feds Fit the Bill” study is based on a survey of 664 Federal employees. To download the full results of the study, please visit www.teleworkexchange.com/eligibility.

Women Fare Well as Governors

From WOMEN, pg. 1

key findings from the research:

• Voters rate women governors higher than male governors by more than 10 points on a number of key attributes, including; managing a crisis well, getting things done and problem solving. Male governors are more likely to be seen as too partisan and as typical politicians.

• Voters are still more likely to draw a distinction between toughness and strength for women candidates. Both strength and toughness are necessary for a woman’s candidacy to succeed and they must prove themselves on both fronts. Voters tend to meld these qualities when evaluating male candidates.

• While incumbent women were able to remain competitive with men in fundraising, non-incumbent women candidates faced challenges breaking into financial circles that are traditionally dominated by men. This fundraising challenge dissipated for incumbent women.

• Successful candidates conveyed confidence and did not shy away from displaying the ambition it takes to win.

“With a top-tier woman candidate vying for President in the 2008 election for the first time, this guidebook provides a timely overview of voter perceptions of female executive candidates and office holders. It is my hope that this research can be used as a tool for all women seeking executive office,” Barbara Lee said.

The full study results can be found in the guidebook entitled, “Positioning Women to Win: New Strategies for Turning Gender Stereotypes into Competitive Advantages.” It details bipartisan research that tracked the 11 gubernatorial campaigns for the 2006 election cycle and measured voter attitudes and perceptions of governors. The book is the fourth in the Governors Guidebook Series produced by the Barbara Lee Family Foundation which began research on this topic in 2001.

For more information, please visit The Barbara Lee Family Foundation website at www.barbaraleefoundation.org.

Jean-Pierre Wolff, who earned his Walden Ph.D. in 1998, dreamed of owning a vineyard. So he quit his job and bought one. Now he’s a successful “winegrower,” noted for his first-rate gold-medal-winning Petite Sirah and the sustainable measures in which they’re made. Dr. Wolff credits his quick career transition to Walden’s online doctoral program. “You learn how to learn,” he says. “It changes how your mind processes information.”

Walden University is an accredited institution with nearly 40 years of experience in distance education. However, you define success: our more than 20,000 online graduands and doctoral program will help you gain the knowledge and credentials to achieve it. Just as Dr. Wolff is finding success in a rusty field of grapes.

For more of Dr.Wolff’s story, visit Walden Stories.
Ask Not….

H. George Frederickson

We are required to obey the law and pay taxes. Sometimes we are called to jury duty. That’s it; the sum of what is required of Americans. All else is our aspirations, expectations, and ideals. That we fail so short of our ideals is not the point. The point is that so little is asked of us.

Clearly out leaders sense this. It shows in the loud distinctions they make between policy disagreements over the war in Iraq on one hand, and their equally loud political agreement regarding the bravery and sacrifice of the men and women in uniform in Iraq, Afghanistan, and elsewhere, on the other hand. The volume of that political agreement bespeaks a collective guilt, guilt that the wars in Iraq and Afghanistan have required so little of most of us and so much of a few of us. It is now the fashion to refer to those fighting these wars as patriots, and they are. Guilt is the price the rest of us pay to patriots.

Patriotism—love of one’s country, service, and sacrifice for one’s countrymen—tends to be associated with great national causes, particularly war. American patriotism in World Wars I and II, as well as the Korean and Viet Nam Wars, was not just an expectation, an aspiration, or an ideal. It was a requirement. However, it was no less patriotic because everyone was required to serve and sacrifice. To be sure there were war profiteers and draft dodgers, and not every young woman was “Rosie the riveter.” But few escaped the war time exigencies of price controls and gas, rubber, and sugar rationing.

Since compulsory national service for males was discontinued in 1973, after an unpopular war, the idea of required national service has been anathema. Not even the terrorism of September 11, 2001, was enough to cause our political leaders to advocate some form of required national mobilization. Instead of sacrifice and service, we were asked to go shopping.

Unlike our leaders, the people seem to get it. In the years since 9/11 there has been a steady increase in private volunteering. The contemporary range of national programs for volunteering appears impressive, including Teach for America, the Peace Corps, the Senior Corps, AmeriCorp Vista, AmeriCorp National Civilian Community Corp, City Year, and the umbrella Corporation for National and Community Service.

While these are all excellent organizations, the number of full-time persons in voluntary national or community service at any one time is probably fewer than 25,000. (It is important to remember that while voluntary, most of these forms of full-time service are compensated.) Americans want to be patriotic and are ready to be called by their leaders to patriotism, particularly to those forms of patriotism that do not involve war.

If the trend lines are in the direction of a growing interest in volunteering and service to others, could it be that there is potential constituency for some form of universal national service? Is there a nascent idealism waiting to be mobilized through universal national service? If called upon to forgo a year of work, college, or retirement would there any takers? Is the national mood open to a new version of President Kennedy’s famous words, “Ask not what your country can do for you, ask what you can do for your country? If universal service is required, the answer to these questions is probably no. But if universal service is voluntary, the answer to all of these questions is yes. Americans want to be patriotic and are ready to be called by their leaders to patriotism, particularly to those forms of patriotism that do not involve war.

What would a national system of universal national service look like?

First, universal service needs to be based on multiple creative incentives. The so-called baby bond, modeled on college saving plans, is an incentive. A GI Bill-like model of support for college is another. Incentives should be based on this logic—if you invest in your country (state, city, school district, etc.), your country will invest in you.

Second, it would be helpful to tie universal service to pressing national needs. Three good examples are the need to have a trained and ready emergency response corps; the need for a major national program to rebuild the infrastructure (bridges, water and sewer systems, highways and roads, etc.); and the need for a major environmental corps or green corps, a modern version of the Civilian Conservation Corps of the New Deal era. Third, universal service needs to be voluntary but compensated. Compensation might be pegged to the rate of compensation for newly enlisted members of the armed forces.

Fourth, a much expanded system of universal service will need to mirror the modern public service, which is to say that increasingly high percentages of public work is being done by nonprofit organizations and by private corporations. Many engaged in universal service will be doing public service but will not be governmentally employed.

Fifth, the evidence indicates that public service experience in one’s early years often results in habits of service in later years. Organized systems of after-school and summer service for high school age students are effective, particularly when tied to both short range (minimum rate salary) and long range (scholarships) incentives.

Sixth, at the other end of the life span, more than 70 million baby boomers will retire in the next 20 years. This is the generation for which alternative forms of national service was created in the first place. Now they are getting a second opportunity to ask what they can do for their country.

It is evident from this list that a coherent system of universal national service is an enormous and complex undertaking. A solid first step would be for the new president to identify universal national service as a top priority for new administration and to make a major national address calling Americans to public service.

The second step would be the appointment by the president and Congress of a universal national service commission. This commission would be asked to prepare a report rather soon, say within six months. It would set out the policies that would guide universal national service; design creative incentives to attract persons willing to serve; formulate an organizational design that builds on the available volunteerism infrastructure; suggest the reporting and oversight arrangements for the system; estimate the costs of such a system and make recommendations for funding the system; design the means by which state and local governments, nonprofit organizations, and the private sector will be integrated into the work of the universal national service; and formulate draft legislation by which universal national service would be authorized.

Policy implementation would be in order after the work of the commission, the passing of legislation, and the formulation of policy pursuant to that legislation, and an appropriation. After all, that is what we do.

If all of this were to come to pass, I am convinced that many Americans would eagerly participate in universal national service and take the opportunity to be patriots.

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Honest Leadership and Open Government

“Today I signed into law S. 1, the Honest Leadership and Open Government Act of 2007. This bill represents some progress towards ethics, lobbying, and earmark reform, all of which I strongly support. Strengthening the ethical standards that govern lobbying activities and beginning to address meaningful earmark reform are necessary steps to provide the public with a more transparent lawmaking process. The essence of successful ethics reform is not laws and restrictions, but full disclosure. The legislation includes minimal improvements in the area of disclosure, both for lobbying and earmarks. But there is still more to be done—and I will work with the Congress to improve upon this legislation.” — George H. Bush, President

Has a new day arrived in Washington? Ask former Republican Senator Trent Lott whose surprise resignation on November 26, 2007, if his decision was prompted by slowing the revolving door. As of January 1, 2008, a Senator must wait two years rather than one year before lobbying Congress. Also revoked are floor, gym and parking privileges for senators turned lobbyists.

Disclosure measures include quarterly electronic filing of lobbying reports on the Internet, reporting contributions bundled by a lobbyist that exceed $15,000 to the Federal Election Commission, identifying earmarks in Senate bills with the information posted on the Internet at least 48 hours before consideration by a committee, and requiring lobbyists to file semianual reports of contributions made to a member, federal candidate, leadership PAC or political party.

And, if a member of the House or Senate is convicted of crimes committed during Congressional service that is related to official duties, he/she loses their right to a Congressional pension.

Does the name Dan Rostenkowski, former Democratic Congressman from Chicago, come to mind?

Sources:

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Guide Aids Communities in Long-term Recovery After Major Disasters

Oklahoma City—Those who have lived through one know that the biggest challenge in rebuilding a community when disaster strikes comes well after the first responders leave. “A Network of Hope—A Resource To Help” was created by the Oklahoma City National Memorial to assist community leaders in finding resources for the multitude of issues that need to be addressed to pick up the pieces and move forward.

“Although leaders are aware of the need to develop disaster plans, no one is really fully prepared in advance to meet the post-first responder needs of a community that has faced extensive destruction and trauma without being able to rely on outside assistance,” said Kari Watkins, Oklahoma City National Memorial executive director. “Those communities that have experienced firsthand such destruction and trauma comprise a small group with special knowledge and understanding of what it takes to rebuild after such an incident.”

Knowing that Oklahoma City belonged to this group, Ambassador (Ret.) Prudence Bushnell, Ambassador to Kenya at the time of the U.S. Embassy in 1998 and Memorial Foundation Trustee, approached the Oklahoma City National Memorial with the challenge of developing a program that could assist communities in the wake of a massive disaster.

This guide book of sorts is a collection of documents featuring universal truths and best practices from communities who have experienced large-scale disasters. As issues including municipality, business, general public, non-government response organizations, faith community, media and memorials and preparedness.

To start, in April 2006, the Oklahoma City National Memorial brought together several Oklahoma City community members across a broad spectrum to participate in a two day Collective Reflection, thus launching A Network of Hope—A Resource to Help.

During the balance of 2006 and early 2007, the Memorial staff invested hundreds of hours in studying the rebuilding process after other incidents, both man-made and natural disasters. In addition, we hosted a second Collective Reflection. The study included New York City after the World Trade Center terrorist attack, Hurricanes Hugo in Charleston, South Carolina, and Andrew in Homestead and Miami, Florida, earthquakes in Northridge, California, and Kobe, Japan; floods in Des Moines, Iowa and, finally, Hurricane Katrina in New Orleans.

During 2007, the materials were reviewed by cites and organizations in multiple states that had experienced disasters and the challenges of rebuilding and healing. A Network of Hope—A Resource To Help is available online at www.networkofhope.org. It is a living document and is updated as new issues are addressed. The project was made possible thanks to the generosity of the New Orleans Hornets, formerly the New Orleans/OKC Hornets.

Wisconsin Commission Announces Strategies to Reduce Racial Disparities

Report Offers Recommendations for Each Point of Criminal Justice System; Reinforces Need for Fundamental Fairness

Milwaukee—In response to reports that show Wisconsin leads the nation in racial disparities, the Governor’s Commission on Reducing Racial Disparities in the Wisconsin Justice System today released recommendations that stress the need for fundamental fairness throughout the justice system. The Commission, appointed by Governor Doyle in March 2007, offers recommendations for all points of the justice system, from law enforcement to public definition, prosecutors, the judiciary and corrections, as well as potential legislative action.

“The Commission’s recommendations will help to protect civil liberties as well as public safety,” said Madison Police Chief and Commission Co-Chair Noble Wray. “Every day, police officers, prosecutors, judges and corrections officials faithfully perform their duties protecting our citizens. Yet, we must be mindful of how these actions impact our minority communities.”

The Commission convened six public hearings—in Milwaukee, Madison, Racine, Janesville, Green Bay and Wausau—to hear from community members affected by racial disparities and from local and community political leaders. Commission members also received testimony from state and federal law enforcement and those who represent local and criminal justice experts representing all points of the justice system.

Recommendations cover drug enforcement, prosecutorial discretion, the establishment of community justice councils and policies for probation and parole revocations. The Report also contains suggested areas for legislative action.

Requiring Photo ID Has Little Effect on Voter Turnout, MU Study Finds

Columbia, MO—With the 2008 Presidential election less than a year away, many states are working to require photo identification from all voters in an attempt to curb illegal voting. Critics argue that the requirement is unconstitutional and will ultimately reduce participation in elections. However, a recent study of Indiana's photo ID law, conducted by a University of Missouri professor, found that requiring identification doesn’t have much impact on voter turnout rates.

Jeffrey Milyo, professor of economics and public affairs at the University of Missouri and the Hanna Family Scholar in the Center for Applied Economics at the University of Kansas, notes that overall voter turnout in Indiana actually increased after the implementation of photo ID. His study evaluated the effects of photo identification requirements by comparing county-level turnout in Indiana in the 2002 and 2006 mid-term elections, since the current ID law was not in place in ’02.

“Previous studies have examined the effects of voter ID laws more generally, but none of these separately analyzes the effects of so called ‘mandatory photo ID’ on turnout in Indiana,” Milyo said. “I examined a variety of models on voter turnout. After controlling for several factors that influence county-wide turnout, I found no consistent or statistically significant evidence that the photo ID law depressed turnout in counties with greater percentages of minority, poor or elderly voters. Rather, number of days the open primary turns out, and number of days the open primary turnout in Democratic-leaning counties actually increased in the wake of the new photo ID requirements, all else constant.”

The Indiana law is currently before the U.S. Supreme Court this term and will be decided by early summer. Specifically, setting the precedent for pending legislation nationwide. Opponents contend that stringent photo ID requirements place a burden on the right to vote and lower turnout from Democrats, minorities, the elderly and low-income citizens. Specifically, the Indiana law has been described as the “most onerous” or “most Draconian” in the nation. Milyo said nothing could be further from the truth.

The study, “The Effects of Photographic Identification on Voter Turnout in Indiana: A County Level Analysis,” was published by the Institute of Public Policy in the Truman School of Public Affairs at the University of Missouri (available for download here: http://truman.missouri.edu/uploads/Publications/Report%202010-2007.pdf).
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ASPA Announces 2008 National Public Service Award Winners

Winners Will be Honored at a Luncheon During ASPA’s Annual Conference in March

Washington, DC—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. Once again, the 2008 award winners reflect those qualities.

Theresa Parker, Executive Director, California Housing Finance Agency (CalHFA)–Theresa Parker has served five California governors with a sustained commitment to serving the public. Her two decades of experience in the state’s Department of Finance enabled her to save California taxpayers millions of dollars.

Parker’s leadership transformed the CalHFA (the state agency that finances below-market rate loans to create affordable rental housing and assists first-time home buyers) from a niche lender to a business that has increased its fund equity from approximately $520 million to $1.3 billion. More Californians are now able to live in decent rental housing and have been able to enter the housing market.

Parker also serves as secretary of the Board of Directors of the National Council of State Housing Agencies and is a member of the Fannie Mae National Housing Advisory Council. She and her Massachusetts counterpart negotiated a partnership with Fannie Mae for all housing finance agencies in the country. This resulted in a 60 percent reduction in the guarantee fees Fannie Mae charges, meaning there are more funds for housing opportunities for low-income citizens across the nation.

In 1991, Parker led the state’s efforts to realign mental health, social services, and health programs between the state and the counties. At that time, more than $1.7 billion of state program costs were transferred to counties and specific revenue-raising mechanisms were put in place to pay for these services. The public benefited through the more stable funding and the discretion counties have to meet local program needs. In 1997, she led the California welfare reform efforts.

Parker has developed other governmental leaders through her own work with staff and by leading the Department of Finance’s efforts to bring talent from outside of the civil service, at the master’s degree level and above, to increase the talent pool for state service. In 2004, the National Council of State Housing Agencies recognized the New Employment-Orientiation Program that Parker developed for CalHFA as an important innovation that increased employee retention.

David Smith, County Administrator, Maricopa County, AZ—As Maricopa County, Arizona administrator since 1994, David Smith has led efforts to move the county from dire financial straits and a reputation for ‘bad government’ to one that has high bond ratings and responds to the needs of its citizens. Maricopa County has gone from Governing Magazine calling it “a poster child for bad government” in 1994 to designating it as one of the two best-run county governments in the nation less than a decade later.

The Managing for Results program Smith put into practice enables the county to examine the impact of actions taken through its $2.2 billion budget and use the information in planning future activities. He believes it important to measure not only the work the county does, but also to focus county plans and budgets on service needs and programs designed to address them. This is essential in a county with 15,000 employees in 50 departments who serve 3.8 million residents.

Smith’s accomplishments, which he would be quick to say are part of a countywide effort, have taken place as the county had its biggest 10-year population increase in its history. This rapid growth has affected the cost-of-living and access to affordable housing. Lack of the latter has created a sharp rise in homelessness in the county.

Smith was instrumental in creating the $25 million Human Services Campus (HSC) in downtown Phoenix. HSC is a public-private partnership to enhance collaboration among governments, faith-based and nonprofit organizations, and the business sector. The more integrated services are dealing with the chronic causes of homelessness in a compassionate manner and the effort benefits economic development in Phoenix’s urban core.

In 2001, Smith was Governing Magazine’s Public Official of the Year. Other awards include the Center City Star Award from the Phoenix Community Alliance and the Chapter Superior Service Award, in 2007, from the Arizona ASPA Chapter. In his free time, he serves on the Valley of the Sun United Way Board of Directors and other civic organizations.

For more information on the National Public Service Awards and to view a listing of past winners visit ASPA’s website at www.aspanet.org/scriptcontent/index_award_s_main.cfm.

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Critical assessments of long and short-term trends within our Society were undertaken for the ASPA Strategic Planning Session held in Miami, January 18-20, 2008. ASPA Officers, and other key leaders, who participated in this intensive work session were extremely impressed by the quantity and quality of data generated for these assessments, as well as with the “true facts” emanating from the data. Some of the data confirmed what we already know. However, it is important to note that many of the findings are in distinct contrast to popular perceptions of our organization.

While ASPA still faces significant challenges, the overall positive nature of these findings is encouraging. The information related to trends in membership, finance, publication, conference, etc., suggest that our Society is strong, vibrant, and well positioned to promote the art and science of public administration and help advance excellence in public service. In addition, our new strategic plan, to be introduced during the annual conference, ensures that we will have a Society with the necessary agility to change and move forward towards a purpose-driven future!

Space in this column does not permit a complete presentation of critical assessments shared with ASPA leaders during the Miami strategic session. Nevertheless, we felt it important to share some of the main “facts” that have emerged. A more comprehensive presentation will take place during the ASPA Membership Meeting during the annual conference in Dallas.

Information is a powerful tool. The knowledge of where we are, will guide us to where we need to go! So, here are Just the Facts…….

ASPAn member Harvey White is ASPA president and an associate professor at the University of Pittsburgh. Email: hwhite@usouthal.edu (please copy rniclous@usouthal.edu on all correspondence).

Antoinette A. Samuel is ASPA’s executive director. Email: tsamuel@aspanet.org.
Conference Host: University of Minnesota Humphrey Institute of Public Affairs, Minneapolis, MN

Paper Abstract Submission Deadline: April 1, 2008
Full Paper Submission Deadline: July 1, 2008

Paper Acceptance Notification: July 15, 2008

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to the attention of: Zhao Shu-rong, School of Political Science and Public Administration, University of Electronic Science and Technology of China, P.R. China, Chengdu, Sichuan, P.R.C, Post Code: 610054, Tel:0086-28-83208367,
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To the attention of: Donald C. Menzel, Ph.D., Past-President: American Society for Public Administration 2005-06, 3930 Americana Drive, Tampa, Florida 33634, USA, Tel: 001-813-886-6332, Cell: 001-813-951-6079

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Call for Papers, Presentations, and Panels
ABFM
Association for Budgeting and Financial Management

20th Annual Conference
October 22-25, 2008
Chicago, Illinois

The conference committee invites proposals for panels, papers, and presentations for the 2008 ABFM conference. We especially encourage proposals from local, state and federal practitioners. Potential topics include, but are not limited to:

- Budget innovation and reform
- Financial and performance reporting
- Capital and debt management
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- Financial information management and technology
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- Performance budgeting applications and results
- Managing finance departments
- Municipal securities
- Public accounting and accountability
- Performance budgeting
- Social security finance
- Tax and revenue policy

For full consideration please submit proposals by May 2, 2008. Proposals should describe the panel, paper, or presentation and be no more than 500 words. Proposals must include the name of participant(s) or author(s), position/job title, institutional affiliation, address (including email), and phone number. Students should provide their degree program, status (master’s level, Ph.D., ABD), and institutional affiliation. 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.

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Georgia State University
P.O. Box 3992
Atlanta, Georgia 30302-3992
Telephone: 404.413.0117; FAX: 404.413.0104
e-mail: kwilloughby@gsu.edu

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Call for Application
Editorship of Public Administration and Management: An Interactive Journal

The Executive Board of the Southern Public Administration Education Foundation (SPAEF) invites applications for a new editor for Public Administration and Management: An Interactive Journal (PAMIJ). The new editor should be prepared to begin the transition process in summer 2007.

PAMIJ is a blind peer-reviewed journal published electronically since 1999. The journal provides a forum for scholarship across all areas of public administration and public management. As a fully electronic, web-based publication, the journal offers capabilities beyond those of hardbound outlets, for example through the development of moderated forums and the ability to establish public dialogue in response to work published in the journal.

The editor will be responsible for:

- overseeing the manuscript review process
- soliciting manuscripts appropriate to the journal
- commissioning symposia
- identifying and appointing qualified members of the editorial board
- providing a clear vision for the direction of the journal
- developing more fully the potential of an online peer-reviewed journal

The PAMIJ editorial process utilizes electronic submission of manuscripts and interchange between editors and reviewers. An electronic system that tracks manuscripts through submission, review, and editorial decision is used to manage work flow. Authors can also query this system for e-mail reports on the status in the editorial process of a submitted manuscript.

SPAEF will provide support for the maintenance of the journal’s web presence and online manuscript review process.

Institutional affiliation welcome.

Applications should include a curriculum vitae and a statement detailing the candidate’s qualifications, relevant experience and vision for the journal. Applications should be sent to the attention of PAMIJ search committee at paq@speaf.com.
ASPA in Brief

ASPA Chapter and Section Website Template Available
ASPA has a "user friendly" website template designed for your use. The template is easy to install and you can find it at the site at http://aspaonline.org/scriptcontent/secopawebpages.cfm. For more information, contact Series Editor-in-Chief Evan Berman, berman@lju.edu.

Call for Authors--ASPA Series in Public Administration and Public Policy
ASPA has a great opportunity for members to publish books that will shape the field through new ideas and those that find application among practitioners. Books will address practical matters of interest to practitioners and policymakers, and offer excellent examples of how our field applies theory to the practice of public administration, public policy and governance.

ASPA Section on National Security is Proposed
A new ASPA Section on National Security is being proposed for establishment. In keeping with ASPA's policy for the establishment of new sections, a formal advisory notice is being forwarded to the entire ASPA membership.

ASPA Section on National Security is Proposed
The first step in the process is to determine if there is an interest among the entire ASPA membership in establishing such a section. The proposed interest must be verified by a minimum of 1 percent of the membership (approximately 90 members) agreeing in writing to join such a section. Once that commitment is made, the other administrative details will have to be complied with. If you are interested in creating or joining such a section send Ray de Arrigunaga an email at rdearrig@bellsouth.net expressing your interest.

See www.aspanet.org/scriptcontent/index_commtoolkit_main.cfm.

Call for Nominations
Robert A Kline Award
The Robert A Kline Award recognizes the most outstanding master's level student paper accepted for presentation at the SECOPA conference. Named in honor of Professor Robert A. Kline, the award honors the student or students who work responds to an important issue or topic in public administration and demonstrates outstanding research and writing skills. Papers may be co-authored with other students, but NOT with faculty members. To be eligible, students must be currently enrolled in a university within the SECOPA region and the paper must be accepted by the SECOPA Conference Program Chair. The paper may not exceed 30 pages in length. The winner must commit to attending the conference and presenting his or her research. The winner will be given a $300 cash award, along with a plaque, and have his or her conference fee waived.

Papers must be sent to BOTH the SECOPA program chair, Dr. Ronnie Korosec, SECOPA@mail.ucf.edu AND the Kline Award Committee Chair, Dr. Saundra J. Reinke, sreinke@aug.edu, by May 2, 2008. For more information: Dr. Saundra J. Reinke, Kline Award Committee Chair, sreinke@aug.edu.

A CALL FOR PRESENTERS
2nd ANNUAL CONFERENCE: BEST PRACTICES AND BEYOND BY AND FOR PROFESSIONAL PRACTITIONERS
Hosted by the University of Miami Business School & ASPA South Florida Chapter
Friday, April 11, 2008, Coral Gables (Miami, FL)

The 2008 Second Annual South Florida ASPA Conference will provide a forum for practitioners, academics, and students to learn about Best Practices in the Public Service.

Proposals for panel presentations are solicited that address this conference theme with a focus on: Public Sector Ethics & Integrity; Economic Development; Growth Management & Environmental Concerns; Customer Service; Human Resources; Public Safety & Emergency Management; Transportation Issues; Strategic Planning; Technological Innovation; Procurement; Leadership & Management; Professional Development & Training; and, National & Homeland Security

The panel topics listed here are tentative. We encourage you to submit additional presentation proposals for the various panels. We would like to present "best practices" that will stimulate discussion and provide value to conference participants.

For further details please consult: www.aspanet.org/southfla, Or Contact: Dr. Jonathan P. West: jwest@miami.edu

Florida ASPA Conference
The fourth annual Florida ASPA conference will take place in Lakeland, Florida on Friday, May 2, 2008. Please join us to kick off Public Service Recognition Week with stimulating and thought provoking sessions to address the conference theme: "The Challenge to Public Service in Times of Reduced Resources-Making Less Equal More Equal."

This year’s state conference will feature the professionals, academics, and students that tackle issues that affect the quality of life of residents in Florida. These issues mirror situations that public administrators are facing every day across the country: sustaining standards of services and procedures, thoughts, and ideas, as well as to see old friends and make new ones.

Florida is a very diverse state, not just in ethnicity, but in other demographics, including age and income; we also are comparing quality of life issues in small counties and large ones, small cities and large, metropolitan areas. We hope you will come to the conference as an attendee, presenter, or both, to share your policies, procedures, thoughts, and ideas, as well as to see old friends and make new ones.

For state conference information, including hotel information, please visit our website at http://aspanet.org/floridaaspacconference.

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The Foundations of Public Administration Series is Growing! If you haven’t been looking at the FPA series being developed by PAR, it’s time to start. The first contribution, on Human Resource Management, is currently available, and more will be appearing throughout 2008. Short summary articles in the foundational topics of public administration, along with references and model syllabi, will allow you to enhance your course, complement your practitioner research and provide an entry point for those looking at a topic for the first time.

We’ve been talking to you! PAR has been conducting informal interviews with authors to learn more about what they’re writing and feelings behind the publications. Despite the fear that we would all become distant from one another in this electronic age, PAR online is bringing us closer together. In the most recent interview, Irene Rubin talks about her Academic-Practitioner Exchange, "The Great Unraveling: Federal Budgeting, 1998-2006," which appeared in the July/August 2007 issue of PAR.

Send comments and questions about PAR Online to James Heichelbech, web content coordinator, jheichelbech@mindspring.com.
In Honor of Fred Riggs

Krishna K. Tummala

Fred W. Riggs was born in Kuling, China, on July 3, 1917, and died on February 9, 2007, in Seoul, South Korea. He was the founding director of the Comparative Administration Group (CAG), which was the initial representative body of the comparativists. It was this CAG that later transformed into the very organization that Fred Riggs Award recipient, in Honolulu in June 2007.

Fred was a pragmatist. He accepted the pressure of the Ford Foundation which wanted “development” to be studied by the comparativists (as funding was contingent upon this). He was criticized by some as thus muddying up the specialization. But in fact, by doing so, he did not depart from his convictions regarding comparative study; he simply expanded the same. When it was pointed out that there never was any consensus as to what, or how, to study comparative administration, Fred readily agreed that there indeed was “disensus.” And he welcomed it, contrary to any dogmatic belief in what exactly should be studied.

He was a prodigious scholar. Several years ago, sitting at dinner with him in Seoul, South Korea, this contributor admiringly pointed out that his was one of the most active web sites, and he keeps publishing so well so long after retirement that the younger lot feel left out, a little nonplused, and even jealous. He responded simply: “Just because I am retired does not mean that I should not work.” Such was his commitment which he continued throughout his life, till weeks before his demise.

His scholarly contributions were multifarious, just as he traversed several disciplines. Consider for example his use of the language of physics, in particular optics, to express his finding of internal contradictions in bureaucratic institutions—the prismatic model, as opposed to the normal distinction between the traditional and modern. Same is the case with his “sala” model, inspired as it was from the Spanish language, to explain the inadequacy of the formally observed vis-a-vis the traditional behavior.

One of his great contributions was his insistence on the ecological study of administration. Times were when American scholars believed that theirs was the “best way” of doing things administratively, and thus those practices should be exported to all others who are on their path towards development. He vehemently disagreed.

Apparently, his father’s experience with China believed that “development” to be done by the Chinese themselves. Fred always invited criticism of his writings, and encouraged dissent, as already noted. He, however, always expressed his ideas with strength and conviction, but was ready to be corrected. Talking to him, and discussing with him, was an enjoyable learning process—an education in itself.

He was noble and generous. He valued friendship. There must be numerous scholars, young and old, who must have been beneficiated from his munificence. He was always willing to help. He must have written innumerable letters of recommendation; and he did not take that responsibility lightly. This writer is one of the several beneficiaries; three weeks before he died, Fred was writing a letter of support for him.

He was a gentle man, and a gentleman. He belonged to such a rare breed whose company was never overbearing, but pleasant. His presence was always felt, but was not intimidating. Thus the obligations of academe in comparative and development administration are immense and herculean. To Fred. Most of us may have to justify our own selves in his shadow, and in eternal gratitude. That is also the reason why he and his contributions would live in our memories for long.

ASPA member Krishna Tummala is professor and director of the Graduate Program in Public Administration at Kansas State University. Email: tummala@ksu.edu
Tributes to Jerzy Hauptmann

Dr. Hauptmann was one of the finest human beings I have ever been privileged to know. It is an honor for me to be associated with the school that bears his name.

Fortunately for the world, he was a consummate academic and gifted teacher who cared deeply for his students. He instilled in them the highest values of an educated person, intensified no doubt by his experience as a young man resisting the Nazi invasion of his beloved Poland: critical thinking, key knowledge, a passion for what is happening in the world, a love for the challenge of learning, the desire to serve others, and the responsibility to make the nation and the world a better place.

His design of the Master of Public Affairs degree program as a liberal arts based professional degree with a cross-sector focus demonstrates his commitment to preparing students for citizenship in the world, as well as his foresight regarding the increasingly changing work place. Drawing in part on his admiration of and extensive knowledge of Max Weber’s work, he instilled in students the importance of making rational decisions and exercising authority responsibly.

The motto for the Hauptmann School—“Preparing for Service”—was put in place by him. Many of his students from all over the United States have expressed to me the impact he has had on their lives. Their insights and feelings are an inspiration and express the power of teaching to change the world. His students left to render distinguished service to their professions, their communities and their country.

Jerzy was a keen advisor and treasured friend. I always left his presence inspired and the experience to work with Jerzy.

After I returned to Kansas City, I reentered chapter activities. Whatever I did in ASPA whether as a chapter officer or as a regional or national conference planner, there was one person I knew I would always help—Jerzy Hauptmann. If I needed manpower, Jerzy would tell me that ASPA has lost a great supporter, Park a great faculty member and I have lost a wonderful friend.–Bond Faulwell

Jerzy left a legacy in three different areas: promotion of quality original research through his Midwest Journal of Public Administration (today’s ARPA), the promotion of public service and involvement through civil society based organizations and his efforts to expose America to PA issues and culture in other countries. After giving a seminar at one of his classes in 1977 we had dinner at his place and I met his late wife. During the course of the evening we found out that he and my late father came from the same city in Poland. After that he used to refer to me as a "landsmann." I would miss him greatly.–Arie Halachmi

Jerzy was an extraordinary man who contributed in many different ways. One of his lasting legacies, besides the many young people he encouraged to enter and succeed in public service, is the American Review of Public Administration, which he founded and edited for many years. It was originally called the Midwest Review of Public Administration.–Edward T. Jennings, Jr.

While I am saddened by his death, Jerzy was blessed to remain busily involved to the end of life in ASPA and other professional activities that defined him and that he, in turn, defined.

I first came to know Jerzy well over 50 years ago as we both attended the APSA and ASPA conferences when we could not afford them financially and could not afford to miss them professionally. Jerzy enriched not only Park University but advanced-knowledge civilization generally by lifting and sustaining public administration excellence throughout metropolitan Kansas City and by extending his constructive influence nationally and abroad.–Chester Newland

To his many former students, friends and colleagues, Dr. Jerzy Hauptmann, was the consummate teacher, scholar, and mentor who was the passion of his life’s work, whether that be in the arena of international politics or public administration. Over a span of 50 years, Jerzy Hauptmann helped guide the journey for many future teachers, politicians, civic activists, researchers and public administrators. Although you may have graduated from Park College, you were never off his radar, as he often maintained contact through a personal handwritten note or telephone call to acknowledge a success, discuss a setback, or share advice for a future decision. Whenever I completed an advanced degree, Jerzy Hauptmann acknowledged it with a telephone call with a word of encouragement, and the question, “so, what’s your next goal?”

Although we may not have been on the same page politically, Jerzy always encouraged me to find my own truth and get engaged in the democratic process, in whatever form that may have taken–as a practitioner, researcher, teacher, or community volunteer. The focus was always the same, to instill a sense of civic responsibility and respect for political institutions as an informed and active citizen. Believed that we needed to experience local politics first hand, and so I was assigned a research project in a local community. Without a car, I cajoled a friend for a ride to a council meeting, and upon completion, convinced the mayor to drive me back to the campus, while we discussed local politics.

As a university instructor, I have often reflected on my personal experience under Jerzy Hauptmann’s direction. Beyond his enthusiasm and passion for the study of politics and public administration, he unequivocally supported students and their learning. The classroom experience was more than a reiteration of the theory, but included discussion of its context and application that enlarged the entire experience. The classroom discussion often didn’t stop at the conclusion of the hour, but would be continued in Jerzy’s office surrounded by ‘his students’ eager to challenge and amplify the discussion.

Jerzy encouraged the discourse, especially when discussing Max Weber. The result of mentorship stimulated development of my own critical thinking, which I continue to bring to students today.

Of even greater significance has been the reflection of what it means to be a ‘professional’ in the public service. Although this discussion has continued for years, I was introduced to its iterations through Jerzy Hauptmann, who often spoke about the need for standards of conduct and civility. As a practitioner, I have continued to have such discussions with colleagues and public administrators, endeavoring to help others find their ‘truth.’ Although I can no longer talk with him, I will continue to hear him… and reflect.–Franklin D. Reinow

In the early 1990’s Dr. Hauptmann asked me to teach some public administration classes as an adjunct professor for the Park College Graduate School of Public Affairs. We would start each semester at Josie Ann’s for a discussion of his latest trip to Europe, public administration, politics and life.

Then, Jerzy would accompany me to my class to give a short introduction, “Professor Robinson and I have something in common, he works in the sewers and I used to fight in them.” He would then abruptly depart and I was left to explain that I worked for Johnson County Wastewater (sewers) and Dr. Hauptmann fought for the Polish resistance in World War II where his unit used the sewers to move from place to place.

That bit of information gave the students a better understanding of the extraordinary individual that not only survived as a German prisoner of war, but had the vision and leadership to establish what is now the Hauptmann School of Public Affairs at Park University. I am proud to say that Dr. Jerzy Hauptmann was a colleague, a mentor and above all a friend.

It was quite an honor when Jerzy made the long drive last April to talk about our association with ASPA and our time together at Park University at my reception when I left Johnson County to move to Henderson, Nevada. Jerzy touched many lives and left a lasting impression on everyone he met, there is no question he will be missed.–Randy Robinson

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**Tributes to Jerzy Hauptmann**

**ASPA Leader Jerzy Hauptmann Passes Away at Age 87**

Erik Bergrud

Dr. Jerzy Hauptmann, the founder of ASPA’s Greater Kansas City Chapter, died in his suburban Kansas City home on Jan. 29, 2007. He was 87.

As professor emeritus of political science and public administration, Hauptmann had a distinguished career that spanned more than 50 years with Park University. He was a respected international professor, leader and lecturer who received numerous national and international accolades for his insightful guidance.

Born and educated in Poland, Hauptmann served in the “underground” Polish Home Army during World War II. His participation in the Warsaw Uprising in August of 1944 led Hauptmann to spend several months as a Prisoner of War. Following the surrender of Warsaw, he resumed his academic study at the University of Innsbruck (Austria) receiving his M.B.A. and Ph.D. degrees.

He emigrated to the United States in 1950 where, following post-doctoral study at Northwestern University, he joined the faculty of Park University in 1951. He was renowned for his expertise in political science and public administration.

In 1967, Hauptmann established the Midwest Review of Public Administration, later renamed the American Review of Public Administration. As Midwest’s editor, Hauptmann helped to launch the publishing careers of several young scholars, including David Rosenbloom, whose article titled “Forms of Bureaucratic Representation in the Federal Service” appeared in the journal’s July 1974 issue.

Hauptmann was remembered for “fighting the good fight.” A passionate opponent of “top-down” hierarchy, he advocated vociferously for local and regional interests within ASPA. He was most proud of his role as founding president of the Greater Kansas City Chapter, as organizer and chair of the 1965 ASPA National Conference in Kansas City, which featured President Harry S. Truman as honorary chair, and as one of the driving forces behind the establishment of the Central States Conference on Public Administration in the 1970s.

In a 1976 Midwest article, he wrote, “...regionalization from the bottom may mean a close relationship to the ideas and demands of the chapters and members. It may be less efficient and less ‘national’; yet [it] also may be much more responsive and responsible. It may indicate that the organization is willing to accept pluralistic variety and be open up to non-establishment ideas.” At Park University and in the Kansas City area, Hauptmann’s reputation reached mythic proportions. In recent years, new ASPA members were amazed to learn that Hauptmann participated in a National Council meeting in Chicago on November 22, 1963, the day President John F. Kennedy was assassinated.

In 1982, Dr. Hauptmann established Park University’s Graduate School of Public Affairs. In 2001, the school was named after Dr. Hauptmann in tribute to his 50 years at Park University.

Hauptmann, whom President Truman referred to as “that Republican professor,” maintained deep, firmly-held convictions throughout his life. Yet, for those whose political beliefs veered far to the right of most of his public administration colleagues, he was revered for his inclusivity and commitment to academic freedom. For 12 years, he taught side-by-side with a professor whose political perspective was diametrically opposed to his. As dean of the Graduate School of Public Affairs, he welcomed students of all backgrounds, regardless of race, ethnicity or sexual orientation.

The Polish Government awarded Hauptmann its highest medal for valor for his part in the Warsaw Uprising. In 1996, then ASPA President Ed Jennings presented him with the Donald C. Stone Service to ASPA Award.

Park University will hold a memorial service on Apr. 9 to celebrate Hauptmann’s life and legacy.

ASPA member Erik Bergrud is director of the International Center for Civic Engagement and special assistant to the president at Park University. He worked for ASPA from 1997-2005. Email: erik.bergrud@park.edu

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**Obituaries**

**Keon Chi, 71**


Chi, 71, died in January 2008, in a traffic accident in front of CSG headquarters in Lexington, Kentucky when his vehicle was struck on the driver’s side by an oncoming pickup truck.

“We lost an incredibly gifted and truly treasured human being,” Daniel M. Sprague, CSG executive director, said in announcing Dr. Chi’s death to CSG staff.

“Keon Chi was a true public servant,” said Dr. Jerzy Hauptmann, founder of the ASPA Greater Kansas City Chapter and former Park University professor. “He was a great respected national leader in public administration and a9 wonderful human being.”

Chi held Master’s and Doctoral degrees in Government from Claremont Graduate University in California.

**John Parr**

Former ASPA member John Parr was killed in a car accident in Wyoming in December 2007.

From 1985 to 1995 Parr served as president of the National Civic League, an organization devoted to the improvement of political and governmental institutions and processes and community problem solving. Under his leadership NCL expanded its work to Eastern and Central Europe.

During Chi’s 23 years as an ASPA member, he served on the PAR Editorial Board and several award committees in addition to speaking at several ASPA conferences.

Parr was a co-founder of the Denver-based Center for Regional and Neighborhood Action (CNRA), which created Civic Results, a non-profit organization that assists governments, businesses, and nonprofit institutions collaboratively plan and implement initiatives that create measurable change in the physical, social, civic and human infrastructure of communities and regions. He also served as President/CEO of the Alliance for Regional Stewardship, a national network of practitioners from the public, private and nonprofit sectors that are using metropolitan or rural regional approaches for community problem solving, until June 2006.

**Richard H. Mattox, 92**

Richard H. Mattox, 92, died January 28, 2008. Husband of Elizabeth (MacCulloch); father of Robert Mattox, Judith White, Andrew Mattox and Janet Mattox. Also survived by five grand- children, and one great-grandson.

Contributions in memory of Richard may be made to the Mattix Public Policy Lecture Endowment at Empire State College Foundation, 28 Union Ave., Saratoga Springs, NY 12866 or the Interfaith Partnership for the Homeless, 176 Sheridan Ave., Albany, NY 12210.

Many members might remember Dick from his attendance at National ASPA conferences throughout the 80’s in support of his joint venture with the University of British Columbia as well as his involvement locally with the Empire State Capital Area Chapter as well as the New York State Academy for Public Administration.

--submitted by Mike Christakis
On Why Public Executives Need to Remember that Luck Is Recognizing It.

Robert D. Behn

“It’s better to be lucky than good.” At least, that is what the cliche suggests. But how do you know when you are lucky? Sure, if you win the Megabucks lottery, you know that you have truly been lucky. Your ego suggests you won because of your brilliant selection of the correct six numbers, but logic says you were just plain lucky.

Most of us, however, never get this kind of luck—pure serendipity with a speedy payoff. For most of us, luck only reveals itself slowly over time. Suppose you are offered several jobs. You could be lucky—very lucky. One of these jobs could be ideal for your desires and talents. But which one? This is not obvious. Moreover, you will not learn whether you have been lucky—whether you have chosen lucky—until long after you have made your choice.

Actually, every one of these jobs could be lucky ones. Every one could be ideal for you. Or none of them. How would you know?

Most executives are lucky. Many executives are lucky often. But do they possess the capability to recognize this luck and act on it? As Louis Pasteur observed, “in the fields of observation, chance favors the prepared mind.” The field of leadership certainly requires astute observation.

In New York City in 1994, Rudy Giuliani was lucky. When he became mayor, the city had a problem that his administration could do something about. That problem was crime. Rudy Giuliani was lucky. When he became mayor and wanted to reduce crime, there existed an experienced police professional who had some ideas about how to reduce crime. Furthermore, when Giuliani became mayor, there also existed an experienced police professional who wanted to reduce crime in New York.

Giuliani was lucky. The professional who had some ideas about reducing crime was the same person who wanted to reduce crime in New York. That person was William Bratton. William Bratton was lucky. When he wanted the job of reducing crime in New York City, there existed a mayor who wanted to hire him to do precisely that. Furthermore, there was a mayor who was also willing to support his efforts to do that. That mayor was Rudy Giuliani. William Bratton was lucky. When he wanted to reduce crime in New York City, there existed a small but talented cadre of experienced police professionals who wanted to do the same thing and who had some ideas about how to do it. That cadre of people included Jack Maple.

Jack Maple was lucky. When he wanted to implement his ideas for reducing crime in New York, he had a police commissioner who recognized the value of these ideas and was willing to support experiments in implementing them. Giuliani, Bratton, and Maple were all lucky. But it was not just that, in New York City, Jupiter was aligned with Mars. Much more importantly, each recognized his luck.

Giuliani recognized his luck in Bratton’s availability. Although Bratton would be a controversial and innovative police commissioner, Giuliani recognized that Bratton had the potential to make a significant dent in the city’s crime rate.

Anyone can easily dismiss a successful public executive as lucky. Indeed, this executive was lucky; this successful executive was given a job he or she knew how to do. More importantly, this executive was also smart enough to recognize and act on this luck.

Similarly, Bratton recognized his luck in being selected by Giuliani. Although Bratton would be a difficult mayor to work for (what mayor isn’t?), Bratton recognized that, if he kept focused on the mayor’s priority, he would have the mayor’s support. Bratton also recognized his luck in Maple. Although Maple was a controversial and flamboyant cop, Bratton realized that Maple had the imagination and drive to help reduce crime.

Finally, Maple was lucky. After bashing his head against NYPD’s dysfunctional culture, Maple recognized that under Bratton (for whom he had previously worked in New York’s Transit Police) he would get a real chance to implement his controversial and innovative ideas.

None of this had to happen. After Giuliani was elected, he could have cut back on his commitment to reduce crime and chosen a traditional, safe commissioner. Bratton could have remained in Boston as its police commissioner, tackling crime but on a scale less than a tenth of New York’s. And Maple, having been beaten up and demoralized by NYPD’s bureaucracy, could have given up and taken a less demanding but more lucrative job with Pinkerton.

Giuliani, Bratton, and Maple were all lucky. But so are lots of people. What distinguished them is that they recognized their luck. As another famous New York political figure, George Washington Plunkitt of Tammany Hall, once explained, “I seen my opportunities and I took ’em.” But you can’t exploit your opportunities unless you’ve seen ‘em.

It is always easy to dismiss a successful public executive as lucky: “If they had given me that job, I would have been the one to produce those marvelous results.” Yes, if you had been given that job, you would have been lucky. But, would you have been smart enough to recognize your luck?

Robert D. Behn is a lecturer at Harvard University’s John F. Kennedy School of Government where he chairs the executive-education program “Driving Government Performance: Leadership Strategies that Produce Results.” His latest publication is: What All Mayors Would Like to Know About Baltimore’s CitiStat Performance Strategy: Copyright (c) by Robert D. Behn 2007. Reprinted with Permission from Bob Behn’s Public Management Report. To subscribe go to www.ksg.harvard.edu/ThBehnReport. It’s free!

Federal Entry-Level New Hires Not What Most Expect

Washington, DC—Who are federal agencies hiring to fill entry-level positions? Why do they come to work for the federal government? What were they looking for in a job when the agency recruited them? These questions form the basis for the U.S. Merit Systems Protection Board’s (MSPB) recent report, “Attracting the Next Generation: A Look at Federal Entry-Level New Hires.”

Recruiting a qualified stream of new hires is already a tough proposition for many occupations, locations and salary levels. Add to that a retirement wave projected to strike over the next 5-10 years and the numerous studies indicating that the federal government is not an attractive employer to younger, less experienced applicants who generally fill entry-level positions, and recruitment will become even more difficult.

Given this context, MSPB conducted a study of federal entry-level new hires in professional and administrative occupations to identify how the government can improve its entry-level hiring. MSPB surveyed almost 2,000 GS-5, 7, and 9 new hires in professional and administrative occupations to find out why they came to work for the government and what barriers they experienced during the hiring process. MSPB also explored the perceptions younger generations have of federal employment to identify the obstacles the government faces in attracting and hiring high-quality applicants.

“Our research points to a number of positive conclusions about the federal government’s ability to attract the best and the brightest,” observes Chairman A. G. McPhie. The federal government offers many new hires—regardless of age or generation—want in an employer, including job security, good benefits and the ability to make a difference with their work. In addition, many of the new hires faced fewer obstacles in the hiring process than expected, were fairly determined to obtain a federal job and plan to stay with the government for a long time.

Chairman McPhie also notes, however, that “there are some troublesome trends that could thwart merit-based hiring over time.” For instance, it appears that agencies are relying more on excepted service appointment authorities to hire new employees. The report cautions that these authorities can inadvertently circumvent merit because they often narrow recruitment sources, potentially short-circuiting fair and open competition.

MSPB makes a number of recommendations that agencies and federal policy makers should consider when reflecting on how to improve the federal hiring process. Ultimately, the results of this study demonstrate that the federal government can more ably compete for entry-level new hires than some of the contemporary research suggests, but there is much room for growth.

The report may be downloaded from the Board’s website at www.mspb.gov.

FYL...

Council for Excellence in Government Spring Fellows Program begins April 2008

Cultivate your leadership skills this spring. The Excellence in Government Fellows Program is a hands-on leadership development program specifically designed for government professionals at the GS 14-15 level (high performing GS 13s are encouraged to apply).

Based in Washington DC, the Fellows Program fulfills the interagency training requirements necessary for OPM-approved candidate development programs. Learn how to grow your leadership skills this spring.

Visit http://www.excelgov.org/ for more information.
**Pay It Forward...**

**Career Advice from an ASPA Member**

**Carl L. McCoy**

A Career Strategy Thought . . .

A good wedding reception is one of my favorite social outings. It serves up an opportunity for me to see old friends and family members I haven’t seen in a while, make new acquaintances, taste some good food, sip on a relaxing drink and cut the rug with a rocking DJ or band. Lately, another social function has been moving up fast on my list of favorite things—attending retirement receptions. That’s right, retirement receptions. I have attended two since December and I have another one scheduled for next month.

Like wedding receptions, the retirement receptions I’ve attended are happy times. These particular retirees are friends I’ve made during my 23-plus years with the same employer. Our employer is a large public university. It’s been a joy watching them conclude successful workplace journeys after 30 or more years with one organization.

Why all this talk about retirement receptions and happy retirees? This column is supposed to be an advice piece for students and new professionals. Well, the retirement receptions involving my friends who spent their entire career working for the same employer makes one wonder why individu-
a
ts would stay so long with the same organization. Apparently, they found favorable career advancement opportunities, pay that was satisfactory, competitive employee benefits, agreeable work environments, productive colleagues and so on.

Nonetheless, the workplace has changed a lot since this group of freshly minted retirees began working. For example, instead of digging in for the long haul a lot of workers are now changing jobs like dirty shirts for various reasons. According to a 2007 Spherion® Workplace Snapshot survey conducted by Harris Interactive® (www.spherion.com/press/releases/2007/snapshot-voluntary-job-change.jsp), 21 percent of U.S. workers made a voluntary job change in 2006, which was up slightly from 20 percent the previous year. By comparison, Spherion data from December 2005 showed that 37 percent of workers said they intended to seek a new job in 2006. This survey also revealed the two top reasons why workers voluntarily changed jobs, with 30 percent of workers stating growth and earnings potential and 23 percent citing time and flexibility as the reason.

If you are a new professional contemplating a job change, consider doing what many single-employer retirees have done in the past. Take a close look at career satisfaction and advancement opportunities that may be available within your current organization before making your move to what appears to be a greener workplace pasture. Here are a few points to ponder:

- **Identify career ladder opportunities within your organization.** For example, if you’re looking for a more responsible job with greater pay, review your organization’s job list or visit the Human Resources Department to determine how your skills and experiences can lead to that promotional position.
- **Identify in-house staff development programs that will assist you in moving to the next level of your career.** Your employer’s Finance and Administration Division has a comprehensive, certificate-granting, staff development program that offers selected incumbents an opportunity to receive management/ cross-training in various departments of the division.
- **Get familiar with current labor market salary data.** Since pay is often cited as one of the reasons workers voluntarily change jobs, determine if your organization’s pay scale is market competitive. Use the Internet to view free U.S. Department of Labor salary surveys.
- **Compare your current employer’s benefits package to other organizations.** If nothing else, see how your basic benefits compare, i.e., retirement plan, health insurance, life insurance, long and short term disability, tax deferred savings plans, tuition reimbursement and paid days off.

**A famous career move that came out of the kitchen.**

**Robert Wilson**

The sweet strains of a Puccini aria cut through the Saturday night clutter of the busy Italian restaurant in New York City, but it wasn’t coming from the aging voice of the Italian baritone who was hired to be a duet ended in solo as he too was mesmerized by the beauty of her voice. She explained that it wasn’t coming from the aging voice but it wasn’t coming from the aging voice of the Sicilian soprano who was hired to be a duet ended in solo as he too was mesmerized by the beauty of her voice.

But she choked, flinched, allowed a seed of doubt to creep into her consciousness and thus her voice. She told me her story over a couple of beers after work. It was the fall of 1984, and I was a fellow waiter at the restaurant, just another struggling artist in the city that never sleeps. She explained that she got nervous during her audition and couldn’t hit the high notes. She would get one more chance to audition, but she would have to wait an entire year.

I never found out if she made it; as a writer my art is portable and a few months later I moved to a city where they still have a bedside. I suspect she did, because that night she received a proof—a vital beginning step.

Doubt is a silent killer. We transmit feelings of doubt to others through subtlest in our body language, facial expression and tone of voice. It is picked up subconsciously by those with whom we communicate. Worse than that, we communicate it to ourselves, and it seeps into our performance. Doubt is the De-Motivator and all too often it prevents us from even trying.

We all suffer doubt occasionally, and its cure is always the same: proof. Proof that we are indeed talented enough to do what we set out to do. A proof doesn’t need to be big to eliminate doubt. A series of little ones can be just as effective.

I keep a journal—a log of accomplishments. Both small and large, because they all add up to reasons for believing in my abilities. It is especially important to log the little ones, because they are so easy to forget or overlook, and yet they carry tremendous weight when it comes to giving ourselves confidence. You say, “I’m just starting out and have no accomplishments.” That just means you’re not looking in the right places. We all have successes, some of them may be found in different areas of your life. I often read in the Wall Street Journal about women, who after years as stay-at-home moms, return to the workforce in well-paid management positions. They acquire these jobs by citing in their resumes the many skills and achievements they learned through their volunteer work. What talents are you racking up through your hobbies and leisure activities?

Sometimes proof comes to us by comparing ourselves to others. Simply ask yourself, “Out of all the people who have ever lived, how many have attained what I want?” The sheer numbers alone will often be all the proof you need.

When all else fails, fall back on faith. Some of the most successful people in the world had absolutely no proof that they could achieve their dreams. All they had was a strong desire and a belief in themselves. As Martin Luther King, Jr. once said, “Take the first step in faith. You don’t have to see the whole staircase, just take the first step.”

Robert Wilson is a popular motivational speaker. For more information see www.jumptostartyourmeeting.com. Email: robert@jumptostartyourmeeting.com

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**DEFETING THE COMFORT ZONE**, an occasional column by Robert Wilson

Robert Wilson

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Robert Wilson is a popular motivational speaker. For more information see www.jumptostartyourmeeting.com. Email: robert@jumptostartyourmeeting.com
2008 Editorial Calendar

January
Challenges in Immigration Policy
(Enforcement, Economic/administrative issues, Impact on education administration)
Advertising/Article Deadline: December 21, 2007

February
Activating Civic Engagement
(Case studies/Encouraging participation/Making participation useful)
Advertising/Article Deadline: January 22, 2008

March
Why A Public Service Academy?
(Intl. Supplement: International PA: Emerging Governments
(Trends/ASPA programs, What U.S. administrators learn from other countries)
Advertising/Article Deadline: February 20, 2008

April
Case Studies in State PA: The Defining Issue in Your State
(Ideas that are working/Burden sharing/Current challenges)
Advertising/Article Deadline: March 20, 2008

May
Changing of the Guard: How Administrators Handle Relationships with Newly Appointed/Elected Bosses
(Educating nonspecialists, Balancing pol. leadership and prof. standards, Short-timers)
Advertising/Article Deadline: April 21, 2008

June
Balancing Personal Ethics and Public Duties
(whistleblowing, religion, roles of citizen/public servant, personal vs. professional)
Advertising/Article Deadline: May 22, 2008

July
Managing Contracts/Contractors
(Getting best value, Nonprofit perspective, Procurement, Contract administration)
Advertising/Article Deadline: June 20, 2008

August
State of Emergency Management
(Collaboration, What’s better/worse, Success stories, How Katrina helped CA)
Advertising/Article Deadline: July 23, 2008

September
Gender Issues in PA
(What has changed, what remains the same?)
Advertising/Article Deadline: August 22, 2008

October
Leadership Development and Succession Planning
(Case studies/examples, Resources)
Ed. Supp.: Evolving PA Education: Preparing Public Servants
(Homeland Security, Em. Mgmt., Tech., Are curriculums evolving fast enough,
Advertising/Article Deadline: September 22, 2008

November
Strategic Resource Management: Doing More with Less
(Cap. projects/infrastructure, Svc. del., Tax revolts/spending limits, downsizing)
Advertising/Article Deadline: October 22, 2008

December
PA Success Stories
(Current innovations, Telecommuting, Victories large and small)
Advertising/Article Deadline: November 21, 2008

Note: Items 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 areas of expertise/interest. The PA TIMES requests that articles be between 1000-1300 words. Contact cjewett@aspanet.org for author guidelines. Deadlines for each of the 12 issues are listed below. Recruitment advertising questions may be directed to recruiter@aspanet.org. Press releases, announcements, article inquiries, and display advertising questions may be directed to: Christine Jewett McCrehin • Editor • cjewett@aspanet.org
UNIVERSITY POSITIONS

Senior Scholar
The Maxwell School of Citizenship and Public Affairs
Syracuse University

We are a leading department in the field of public administration, with an intellectually diverse and multidisciplinary faculty whose research encompasses a wide range of public management and policy issues. We seek a senior scholar with demonstrated research and teaching interests in security studies, who uses social science methods in conducting rigorous research relevant to public policy and management. This person would be expected to provide leadership in the security area and to contribute both to our master’s and doctoral programs, as well as to our masters level National Security Studies Certificate Program.

The department is located in the Maxwell School of Syracuse University. Founded in 1924, Maxwell is U.S. News & World Report's top-rated graduate school in public affairs. It is home to the nation’s longest-running professional degree program in Public Administration, and houses a strong professional program in International Relations as well. The Maxwell School also houses the University’s social sciences departments (political science, geography, sociology, economics, history, and anthropology) and their graduate degree programs. As a result of this diversity of faculty strengths, Maxwell hosts eight interdisciplinary research centers, where faculty members conduct a wide range of individual and collaborative research on topics which include issues of public policy, global affairs, democratic governance, conflict resolution, and collaborative management, among others.

Assistant Professor
(Budgeting and Finance/Program Evaluation/Tenure-track)
Public Administration Institute
Louisiana State University

The Public Administration Institute at Louisiana State University (http://www.bus.lsu.edu/pai/) seeks applicants for an Assistant Professor (Tenure-track) appointment to begin in August 2008. Required Qualifications: Ph.D. in Public Administration or closely related field; a strong commitment to teaching and research; a promising research agenda; teaching and research interests in budgeting and finance and related disciplines within public administration. The Public Administration Institute offers a Master of Public Administration degree with about 120 students in the program. LSU is the flagship university in Louisiana with over 30,000 students. The University is located in Baton Rouge, the state’s capitol, and is about an hour drive from New Orleans. The teaching load is two courses per semester. Research expectations are in line with the demands of a flagship state institution. Salary, benefits, start-up equipment (hardware and software), and summer research assistance will be competitive. An employment offer is contingent on a satisfactory pre-employment background check. Application deadline is March 17, 2008 or until a candidate is selected. Submit a letter of application, vita (including e-mail address), teaching evaluations if available, copies of selected papers, and arrange for three letters of recommendation to: Search Committee Chair: Dr. James A. Richardson, Public Administration Institute, E. J. Ourso College of Business, Louisiana State University, Ref: Log #1120, Baton Rouge, LA 70803, E-mail: parich@lsu.edu.

LSU IS AN EQUAL OPPORTUNITY/EQUAL ACCESS EMPLOYER.

Postdoctoral Researcher
Stephenson Disaster Management Institute
Louisiana State University

Louisiana State University has recently initiated the Stephenson Disaster Management Institute (SDMI), located in the E. J. Ourso College of Business. The SDMI’s ambition is to become a premier international research institution. Its mission is to help improve the practice of disaster and crisis management through high-quality research and executive-level education. The SDMI aims to become a multidisciplinary research center that commands respect among both academics and practitioners. The SDMI is currently engaged in a multi-year, collaborative research project entitled “Creating EU Crisis Management Capacity for a Secure European Community”. This research project investigates the origins, dynamics and effects of the recent rise of EU activity in the policy areas of safety and security. We are particularly interested in explaining why some security and safety areas are marked by higher levels of institutionalization than others. SDMI is now looking to fill a two-year Postdoctoral Researcher position that will contribute to the development of this research project. Required Qualifications: Ph.D. or equivalent degree in political science, public administration, public policy, or related disciplines by the time of appointment (with a demonstrated interest in EU studies); undertaken original research that has contributed to the body of knowledge in their respective field; a promising publication record or evidence of the potential to generate quality scholarship. Additional Qualifications Desired: Strong quantitative skills and/or fluency in multiple languages. Special Requirements: Willingness and ability to travel to Europe (Brussels and Stockholm). A highly competitive salary commensurate with qualifications and experience will be offered.

An offer of employment is contingent on a satisfactory pre-employment background check. Application deadline is March 17, 2008 or until a candidate is selected. Send curriculum vitae (including e-mail address), three letters of recommendation, and cover letter to: Lisa S. Smith, E. J. Ourso College of Business, 1103 Patrick F. Taylor Hall, Louisiana State University, Ref: Log #1119, Baton Rouge, LA 70803, E-mail: Log #1119@lsu.edu.

LSU IS AN EQUAL OPPORTUNITY/EQUAL ACCESS EMPLOYER.

Associate Professor/Assistant Professor in Comparative Politics/Political Economy
(Ref: RF-2007-2008-476)
The University of Hong Kong

Founded in 1911, The University of Hong Kong is committed to the highest international standards of excellence in teaching and research, and has been at the international forefront of academic scholarship for many years. Of a number of recent indicators of the University’s performance, one is its ranking at 18 among the top 200 universities in the world by the UK’s Times Higher Education Supplement. The University has a comprehensive range of study programmes and research disciplines, with 20,000 undergraduate and postgraduate students from 50 countries, and a complement of 1,200 academic members of staff, many of whom are internationally renowned.

Application deadline is March 17, 2008 or until a candidate is selected. Submit a letter of application, vita (including e-mail address), teaching evaluations if available, copies of selected papers, and arrange for three letters of recommendation to: Search Committee Chair: Dr. James A. Richardson, Public Administration Institute, E. J. Ourso College of Business, Louisiana State University, Ref: Log #1120, Baton Rouge, LA 70803, E-mail: parich@lsu.edu.

LSU IS AN EQUAL OPPORTUNITY/EQUAL ACCESS EMPLOYER.

Tenure-Track Associate Professor of Public Administration/Public Management
School of Public Affairs
University of Baltimore

Faculty position with full benefits package. Resumes must be received by 3/14/08. Salary is competitive and commensurate with experience.

The School of Public Affairs at the University of Baltimore invites applications for an associate professor position to begin August 2008. The position requires a doctorate in public administration or related field with a demonstrated record of scholarly productivity.

The School of Public Affairs offers Bachelor’s degree programs in Government and Public Policy, and Master’s degrees in Health Systems Management and a D.P.A. Applicants for this position are expected to have a record of excellence in teaching, scholarly research, university service, and community outreach. Primary teaching responsibilities for this position will be in the M.P.A. and D.P.A. Programs.

Areas of interest to the program are public management, analytical techniques, information research management and administrative communication. Application deadline is March 14, 2008 and will continue until the post is filled. Candidates who are not contacted within 3 months of the date of their application may consider their application unsuccessful.

Contact: cjewett@aspanet.org

WHERE EMPLOYERS AND JOB SEEKERS MEET.
CONFERENCES

March 2008
7-11 ASPA’s 69th Annual Conference
Transformational Public Administration: A Call for Public Service
Location: Dallas, TX
More Info: www.aspanet.org

8-12 NLC Congressional City Conference
Location: Hilton Washington & Towers, Washington, DC
More Info: www.nlc.org

28 The Changing Face of Public Administration: Innovation in Government
2nd Annual Public Administration Conference
Location: University of Central Florida, Orlando, FL
Contact: Naim Kapucu, nkapucu@mail.ucf.edu
(407)823-2604

April 2008
3-6 66th MPSA Political Science Conference
Location: Chicago Palmer House Hilton
More Info: www.mwpssa.org

May 2008
2 2008 Florida ASPA Conference
Location: Lake Mirror Complex, Lakeland, FL
More Info: www.aspaonline.org/floridaaspaconference

5-11 Public Service Recognition Week
More Info: www.excelgov.org

11 2nd Annual Conference: Best Practices and Beyond by and for Professional Practitioners
Hosts: University of Miami Business School & ASPA South Florida Chapter
Location: Coral Gables, FL
More Info: www.aspaonline.org/southfla

June 2008
7-8 4th Sino-U.S. International Conference on Public Administration
Improving Government Performance
Location: The State University of New Jersey (Rutgers)-Campus at Newark, NJ

12-14 The Fourth Transatlantic Dialogue
Location: Bocconi University, Milan Italy
Theme: “The status of inter-governmental relations and multi-level governance in Europe and the US”
More Info: www.4TAD.org

July 2008
27-30 AGA’s 57th Annual Professional Development Conference & Exposition
Building on the Dream: Shaping a Culture of Accountability
Location: Atlanta Marriott Marquis,
Contact: Ada Phillips
aphillips@agacgfm.org
More Info: www.agacgfm.org/pdc

28-29 Transforming Bureaucratic Cultures: Challenges and Solutions for Public Management Practitioners
Hosted by: ASPA and The Public Manager
Location: Renaissance Baltimore Harborplace Hotel

September 2008
21-24 ICMA’s 94th Annual Conference
Location: Richmond, VA
More Info: www.icma.org

24-26 2008 International Conference on Public Administration, 4th Annual ICPA
Location: University of Minnesota
More Info.: donmenzel@tampabay.rr.com

*Items listed in blue are conducted in affiliation with ASPA.