Best Places to Work in Federal Gov.

Partnership Ranks More Than 280 Federal Agencies Based on Employee Satisfaction and Engagement

Washington, DC—The Partnership for Public Service and American University’s Institute for the Study of Public Policy Implementation recently released the 2007 Best Places to Work in the Federal Government rankings. The rankings measure employee satisfaction and engagement and are based on a survey of more than 221,000 federal workers.

In Best Places, more than 280 federal agencies and subcomponents—representing 97 percent of the 1.9 million person federal workforce—are ranked within one of three categories: large agency, small agency and federal subcomponent. For the first time, scores and rankings are revealed for all agencies and subcomponents, from first to worst. According to federal employees, the top 10 large federal agencies to work for are:

1. Nuclear Regulatory Commission
2. Government Accountability Office
3. Securities and Exchange Commission
4. National Aeronautics and Space Administration
5. Department of Justice
6. Department of State
7. Social Security Administration
8. General Services Administration
9. Environmental Protection Agency
10. Department of the Army

“Not only do the Best Places to Work in the Federal Government rankings provide federal managers and government leaders with a road map for improving employee engagement and commitment, the rankings also raise red flags for areas of concern,” said Max Stier, Partnership for Public Service president and CEO. “In addition, the Best Places rankings provide job-seekers valuable support in almost every facet of American life. Today public servants construct highways, coordinate emergency assistance, manage federal and state support programs, print currency, teach our children, preserve our history, fight disease and poverty, and work to keep our homes, businesses, and country safe.

Activities in honor of Public Service Recognition Week (PSRW) will be held May 7-13, 2007, in cities and towns across the country. This once-a-year opportunity to recognize the everyday work of public servants includes a wide range of activities—festivals, parades, essay contests, community clean-up days, and charity fundraising events—that improve public

Civic Disconnect in Los Angeles

Departments Should Be More Responsive to Needs of the Neighborhoods

Rosalynn Silva

Matching Los Angeles government department responses to the unique needs of the city’s diverse communities remains a challenge, according to a recent policy brief released by the USC Civic Engagement Initiative’s Collaborative Learning Project.

The project is housed in the USC School of Policy, Planning and Development. The report’s findings suggest that city agencies should designate officials from all levels of their organizations to collaborate

For more information on how to be published in PA TIMES, please contact Christine Jewett McCrehin at cjewett@aspanet.org.
PSS and AU List 2007 Best Places to Work in Federal Government

From BEST PLACES TO WORK, pg. 1

insight into the best opportunities for public service.”

Key findings include:

• The 2007 government-wide employee satisfaction and engagement score is virtually unchanged (61.8 versus the 2005 score of 62.1).

• Overall, employee satisfaction and engagement increased from 2005 in 41 percent of all federal organizations: 37 percent of large agencies, 31 percent of small agencies, and 42 percent of subcomponents.

• Among racial/ethnic groups, Asians scored highest in overall employee satisfaction, with Hispanics second.

• Women are slightly more satisfied than men, and employees under the age of 40 have higher satisfaction scores than those 40 and over.

• The highest-scoring “best in class” workplace categories are, in order, employee skills/mismatch, teamwork, pay and benefits, and work/life balance.

• In 2007, two categories—performance-based rewards and advancement, and employee skills/mismatch match—had higher scores than in 2005.

“The whole idea of employee engagement is to make the workplace more productive,” suggests Robert Tobias, director of American University’s Institute for the Study of Public Policy Implementation. We are pleased to offer this benchmark that will provide agencies the information they need to attract the best and brightest career seekers for jobs in the public service.”

Among the Best Places to Work 2007 agency highlights:

• The most improved large agency is the Social Security Administration, increasing its index score from 60.6 in 2005 to 66.5 in 2007, an improvement of almost 10 percent.

• Among the 30 large agencies ranked in Best Places, the Social Security Administration (SSA) is the most improved, increasing its index score from 60.0 in 2005 to 66.5 in 2007, an improvement of almost 10 percent.

• The Department of Justice has been the biggest mover since 2003, with a 21 percent increase. DOJ has the third highest improvement among large agencies over the past two years, increasing its score from 64.5 to 69.

• The Department of State is the only other large agency whose employee satisfaction score has had a double-digit percentage increase (about 15 percent) since 2003.

• The Office of Personnel Management Strategic Human Resources Policy group increased from 48.8 to 70.6, a 45 percent gain that makes this unit the most improved of all the 222 subcomponents ranked in 2007.

• The top ranked small agencies include, from first to third, the Federal Mediation and Conciliation Service, the Merit Systems Protection Board and Office of Management and Budget.

• In the small agency category, the Federal Housing Finance Board is most improved, up by almost 18 percent. Export-Import Bank enjoyed a 17 percent increase and the Corporation for National and Community Service is up 10 percent.

• Federal Mediation and Conciliation Services is the number one small agency with the highest score of all 283 federal organizations. The biggest area of concern among the agencies is that often the ones with the most room for improvement are showing the least amount of progress. Agencies that present areas for concern include:

• The Small Business Administration, the lowest ranked agency in 2005, remains at the bottom with a 4.4 percent drop in its score since 2005.

• The Department of Homeland Security ranked 29th out of 30 large agencies, even though its index score went up 1.5 percent. The Federal Emergency Management Agency's score dropped nearly 13 percent from 2005, placing it 211th out of 222 federal subcomponent organizations. DHS Headquarters ranks 216th among subcomponents (its score dropped 29 percent from 2005, the largest decline of any subcomponent). However, the Transportation Security Administration, the lowest-ranked federal subcomponent in 2005, shows a 6 percent increase and no longer ranks last.

• The Department of Education declined this year by 3.5 percent, placing it 28th among the 30 large agencies ranked.

• Among the small agencies, the largest declines included the Federal Maritime Commission (down 13.5 percent), the Court Services and Offender Supervision Agency (-12.7 percent) and the Farm Credit Administration (-10.6 percent).

The Best Places rankings are compiled from the U.S. Office of Personnel Management’s Federal Human Capital Survey. The rankings reflect the views of more than 221,000 federal workers, almost a 50 percent increase from 2005 and more than twice the number who participated in 2003. In addition, employee response rates have increased from 51 percent in 2003 to 57 percent in 2007.

Best Places ranks agencies according to 10 workplace categories including effective leadership, strategic management, teamwork, training and development, pay and benefits, and work/life balance. Agencies are also ranked by demographic categories including race, age and gender.

The 2007 Best Places to Work Web site, bestplaces2work.org includes agency rankings and profiles, detailed analysis of the rankings, trend data, fact facts and information for job seekers.

PSRW Celebrated May 7-13, 2007

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understanding of and appreciation for their contributions. Sponsored by the Public Employees Roundtable, PSRW has received the support of the president, members of Congress and officials from all levels of state and local government. On the National Mall in Washington, DC, more than 100 government agencies will sponsor colorful exhibits that showcase the innovative and high-quality work of public employees. These activities— with many local variations—will be duplicated in venues large and small across the country and in locations where U.S. employees are posted around the world.

For more information on PSRW visit http://www.publicservicecareers.org/index.php.
IT Security:
Moving Beyond Technology Toward Policy and Education

Brian Dixon

IT security is not just a goal but an imperative. Security is necessary to keep private information—classified documents, medical records and bank account numbers—safe from unauthorized, criminal eyes. Securing the information technologies owned and operated by public organizations remains a viable goal despite numerous threats and challenges.

Unfortunately information security breaches are commonplace. The Privacy Rights Clearinghouse (www.privacyrights.org) catalogued 327 data breach incidents in 2006 in four organizational categories: private sector (39 percent), public sector (35 percent), higher education (16 percent) and medical centers (9 percent). If this is accurate, an information security breach occurs nearly every day and one in every three breaches occurs within a public organization.

So why isn’t private information more secure? Despite the IT community’s best efforts to develop technological tools to combat security threats, technology is only one of three tools necessary to correctly secure sensitive and private data. Beyond advanced technologies designed to keep information secure, public and private organizations alike must employ policies and education to create a culture of security.

Technology

We technology geeks have a variety of tools at our disposal to protect private information. Passwords are the most common form of IT security, but they are among the weakest. Stronger IT security methods, including encryption, firewalls and network intrusion-detection systems, exist and are fairly common in most medium and large organizations.

Encryption protects data by scrambling the information while stored on a hard drive or in transit across the Internet. Keys are used to decode the information for those authorized to view it. Although not fail-safe, advanced encryption methods make it very difficult for would-be spies to reveal the contents of a secure message. Firewalls protect networks by controlling traffic—enabling and blocking access to internal data and computers. Organizations usually deploy at least one firewall to control Internet traffic. Often IT managers use additional firewalls within the organization to carve out protected zones for department-level data.

For example, human resources might have its own zone to prevent unauthorized employees from accessing information about their co-workers.

Network intrusion-detection systems (NIDS) do exactly what their name implies. They attempt to detect malicious attacks on a network, extending protection beyond those things secured by a firewall.

Common security threats detected by NIDS include denial of service (DoS) attacks and individual attempts to hack computers or the network.

Advanced IT security solutions should be used by organizations to minimize the risk of viruses, hackers and the occasional peeping Tom. However, technology alone will not be enough to keep an organization’s information secure.

According to the Privacy Rights Clearinghouse (2006), information security breaches in the public sector were caused by hackers (13 percent) and insider malfeasance (6 percent) less than one-fifth of the time. The strong majority of breaches were caused primarily by human or software incompetence (44 percent), theft of a laptop (21 percent), or general, non-laptop theft (17 percent). So without policies and education to address the human side of IT security, an organization is addressing less than a quarter of its risk.

Policy

Policy, public and organizational, encourages the use of advanced IT security solutions. The Health Insurance Portability and Accountability Act of 1996 (HIPAA) and the Administrative Simplification Compliance Act of 2001, as well as subsequent rulings from the Department of Health and Human Services related to these policies, have established administrative, technical and physical security policies for the management of health care information.

The Financial Services Modernization Act of 1999, also known as the Gramm-Leach Bliley Act (GLBA), mandates similar safeguarding for financial institutions to protect customer records and information. Many health care and financial institutions practiced good IT security prior to HIPAA and the Gramm-Leach Bliley Act. However, these public policies established a minimum national standard, raising the bar for those organizations that did not utilize IT security best practices. So called “floor” policies create a benchmark to judge both compliance with the standards and liability in cases where a security breach threatens individual, organizational, or national information.

Organizational policies dictate how organizations keep information secure. Often motivated by public policies, many organizations create IT security policies that govern how information security is managed within the organization. These policies dictate such things as access to information (e.g., how user accounts are created, suspended and restored), where information is kept (e.g., on a laptop or centralized server) and how information is destroyed (e.g., shredded vs. out with the regular waste).

Internal policies also specify how an organization responds to a security breach. Given the prevalence of breaches, many organizations are creating “incident response” plans that spell out the details of how the organizations should handle a breach, including who should be charged with what actions.

Elements of these plans include communication with potential victims (e.g., letters to those whose medical records were compromised), investigation procedures (e.g., how the organization will document the breach) and public relations. Incident response plans, and teams that have been involved in responding to a potential breach, are quickly becoming a best practice in public organizations.

Policies also restore public trust. They are often passed after major security breaches when there is an outcry for “action.” As reported in the March 2007 PA TIMES, following a massive security breach at the Veterans Administration public trust eroded as reflected by the VA’s score on the “2007 Privacy Trust Study of the United States Government.” Good IT security policies help regain trust by demonstrating that public agencies are working to correct mistakes and prevent future breaches.

Failing to realize that security is best practiced by everyone, organizations often look to their chief information officer (CIO) to establish and maintain “good” IT security. When systems, machines, or files are breached, we blame the CIO then we replace that individual with someone else who we believe will better protect the organization’s information assets.

When adopted by organizations, IT security policies are often buried within a large employee handbook. Offenders are rarely punished unless their mistakes are well publicized within or outside the organization.

Negligence, however, is the leading cause of IT security breaches. So public organizations need to ensure that employees are aware of and responsible for practicing good IT hygiene. This means regularly changing passwords and keeping them safe—no more writing them down on
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Servant Leadership: Organizing Communities to Solve a Challenge

Frank Hamilton

More than 400 social change leaders, doctoral students, faculty, and alumni converged on Baltimore for Walden University’s second annual Conference on Social Change in 2006. The conference theme was “Uncommon Vision and the Common Good” where Frank Hamilton presented the Alley Cat Allies principles for Trap, Neuter, and Return (TNR) and demonstrated how this grassroots organization succeeded and grew to have national and international reach, due to their application of servant-leadership.

Servant-leadership, a term coined by Robert Greenleaf in his book, Servant as Leader (1970), is based on choosing to serve first and out of this serving comes the desire to lead. In doing so, the highest priority needs of others are fulfilled first. Servant-leadership is such an effective method because the needs of others are ensured enabling them to reach their full potential and therefore perform at their best and become capable of serving others.

There are several key characteristics of a servant-leader including listening, empathy, healing, awareness, persuasion, and becoming a community of all. Willingness to first serve a community of homeless cats and their caretakers has led to the formation of an effective nonprofit organization resulting in a more cost-effective and non lethal solution of a public policy issue.

The transformation of culture and social institutions over time usually generates controversy. Robinson was aware that there existed a problem of feral and free-roaming cats. The status quo policy to deal with stray cats used traditional methods—trap, remove and euthanize. This method has no documented proof of success except on isolated islands. Unless total removal is accomplished and all food sources removed, cats will repopulate, forcing continual trapping and removal.

Why should animal control agencies make feral cats a priority?

Robinson and Alley Cat Allies volunteers needed to appeal to all stakeholders, which in this case are caretakers, animal control, public health officials and other residents and persuade them that a better alternative existed. It is estimated that there now are tens of millions of stray and feral cats in the United States and Canada. This affects animal control agencies in three main areas:

- Feral cats are a prominent subject of complaint calls from the public.
- Agencies spend a significant percentage of their (tax-funded) annual budgets responding to feral cat complaints.
- Public health departments, together with animal control agencies, are seeking effective and cost-effective long-term solutions that respond to the public’s increasing desire to see feral cats treated with humane, non-lethal methods. The current method of trap, remove, and euthanize has not ever been proven to work in the long-term.

Studies show that 12 percent of the population feed or care for stray cats. Robinson spent time listening to this “animal underground” in order to understand how best to solve the problem. The need to build a community of feral cat caretakers led to the formation of Alley Cat Allies.

A New Solution: Trap, Neuter and Return

Robinson researched other solutions and learned about Trap-Neuter-Return or TNR, a full management plan in which stray and feral cats already living outdoors in cities, towns, and rural areas are humanely trapped, then vaccinated, sterilized, and sterilized by veterinarians. Kittens and tame cats are adopted into good homes. Adult cats too wild to be adopted are returned to their familiar habitat, where volunteers provide long-term care, including food, shelter, and health monitoring. TNR is the most effective and non lethal solution to the problem of overpopulation.

TNR is the cutting edge of feral cat control. It is the accepted method in England, Italy, and South Africa. In addition to being more effective in reducing the cat population, TNR is more cost-effective than trapping and killing feral cats. The average cost of sterilization is $50, while the average cost of euthanasia is $105.

Does TNR Work in Practice?

Municipalities as diverse as Austin, Phoenix, San Francisco and Richmond have incorporated TNR programs as part of their focus on reducing the large numbers of cats going into the shelters. Three long-term peer-reviewed studies found significant decreases in colony sizes through TNR. A study in Orange County, FL, found a decrease in nuisance calls to animal control when TNR was applied in an area [Hughes, Slater, and Haller, 2003].

There are no equivalent studies that support euthanasia as a means of population control. It is time that other methods of non-lethal control are employed. When Alley Cat Allies was founded in 2001, the potential for Trap, Neuter, and Return (TNR) and other solutions that respond to the public’s increasing desire to see feral cats treated with humane, non-lethal methods was not even being considered.

IT Security Can Be A Viable Goal

From IT SECURITY, pg. 3

Post-It notes that adhere to the side of a mirror. It also requires organizations to regularly communicate to employees the value of IT security and their role in making sure organizational policies are practiced by all.

Future Directions

Left unchecked, the IT community will continue to develop new security software and hardware. The security market is and will continue to be strong as fear drives organizations and individuals to purchase technology solutions for protection from external threats. As one solution is foiled, another will emerge as state-of-the-art. It do not envision a future where the IT security market cannot produce solutions that provide protection, even if that protection is imperfect.

New technology solutions, however, will not be enough. Technology solutions alone will only protect against a subset of information security breaches. To best protect public records and private citizens’ information, we must employ technology, policy and education tools.

Effective policies will push public agencies, States and private organizations to use market-developed solutions and organizational best practices to achieve success in securing information from attack and gross negligence. Public policies will also restore public trust as it is tested by reported breaches in both the public and private sectors.

To be competent stewards of public and private information, public employees, administrators and elected officials must be educated about IT security best practices and policies. Various communication techniques should be used to teach, remind and encourage IT security practices. Doing so should minimize human errors and further restore public trust that information will be appropriately handled by those working in public organizations.

With good technologies, policies and education, public agencies can make IT security a viable goal.

ASPA member Brian E. Dixon is health IT manager at Regenstrief Institute, Inc.
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# 2007 Editorial Calendar

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 1000-1200 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

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Leaving a Leadership Legacy

Christine Gibbs Springer

A 2005 Harvard University study of confidence in leadership found that almost two-thirds of Americans think that this country is suffering from a leadership crisis. The study’s respondents showed little confidence in the honesty, integrity and ethics of leaders in sectors ranging from business and religion to all levels of government. They also showed little faith in leaders’ knowledge, skills and capability to inspire loyalty and enthusiasm from followers.

In a society looking for answers, we also are experiencing a time when record numbers of leaders will be retiring. Most of them want to leave a mark in their field and to create a lasting imprint by their work being appreciated and remembered.

Values do make a difference. In a recent discussion with an elected official regarding the viability of legacy building in the public sector, I was asked what was to keep a successor from throwing out any changes, i.e., the legacy, that had been created.

As words have meaning, those articulated value boundaries can begin. In this case, articulating value boundaries can mean introducing and embedding them in the agency work processes. Any attempts by successors to change a legacy so established will tend to be more cosmetic than substantive.

A public manager’s legacy is the institutionalization of clear, unambiguous values and a vision, both of which prominently align with constituent/stakeholder wants and needs. The Senior Executive Service (SES) of the U.S. Office of Personnel Management declared some time ago that—“As we move into the 21st century, Government executives face special challenges. They must be visionary leaders with a strong commitment to public service. They must be able to apply people skills to motivate their employees, build partnerships, and communicate with their customers.”

As words have meaning, those emphasized carry a strong value-laden message. That is why leaving a leadership legacy amounts to serving others while leading, never taking trust for granted, being able to reflect upon moments of courage and accepting the fact that sometimes leaders fail at their endeavors.

The word “visionary” is especially germane as again noted by the SES because public managers need to “Develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors.” Vision can and should change as constituent/stakeholder needs change, but what should not change are the underlying values and behaviors used to carry it out. This is equally true at all levels of government.

The next link in forging a public sector legacy, after collaboratively creating a shared vision and set of values, is to introduce departmental and employee behaviors that reflect those values as well as organizational support for them. The way we act, the behaviors we exhibit, are direct reflections of the values that we hold. While no one can change what is in another person’s heart or mind, a legacy-in-the-making holds staff accountable for their behaviors and, by extension, the values that are important (or not) to the agency.

Once values-based behavior is defined, the work of aligning the vision and work processes to operate within the articulated value boundaries can begin. In the final analysis, leadership is personal. People need to know more about the leader than the fact that the leader is their boss. They want to know the leader’s values, beliefs, aspirations and dreams as well as who has influenced them most, how they prepared for the job that they are doing, what drives them to do what they do, and what they are really like as a person. By knowing the leader, they are able to trust them as human beings. After all, it is the quality of relationships with others that most determines a legacy.

This is all the more important due to a need for higher levels of motivation given the results of recent studies by the Gallup Organization and others indicating that 55 percent of the U.S. workforce is not engaged or motivated by their work and another 17 percent is actively disengaged or demotivated by their work. It has been estimated that the cost to the U.S. economy for this loss in productivity is as much as $300 billion every year.

The practical and anticipated outcomes of the alignment process are results that reflect the values of the agency, even when the results are negative. It’s these value-driven work processes and results that are the basis for the agency’s and for the manager’s “reputation.”

This reputation becomes the legacy of the visionary individual who foresaw the need to, and the benefit in, creating an alignment of vision, values, and behaviors. Indeed, whether or not agencies consciously acknowledge it, the results they are providing today, and the work processes and behaviors by which they are doing so, already speak to the “reputation” of the agency and to the values of the person in charge.

When the agency’s values-driven reputation is reinforced with an appraisal/feedback process and a new hire orientation that supports the desired behaviors and underlying values, a successor would be hard pressed to throw everything out. The legacy of aligned vision, values, and behaviors is engrained within each and every person in the agency.

Is this a lot of work? Yes. Does it take courage? Yes. But public managers choosing to do this work are truly servant leaders. They both serve and follow with an understanding that their success can only be enjoyed when it is also a success for others. They remain open to learning. Humility comes from grasping these fundamental ideas and realizing that legacies are built upon the legacies of those who have come before them and those who labor alongside them.

Loyalty is not something a boss demands, just as it is not something leaders can demand loyalty from customers. Customers and citizens decide whether or not to continue to give their support and their business based upon responsiveness. That is why a loyal constituency is won when people, consciously or otherwise, judge the leader to be capable of solving their problems and meeting their needs.

When people talk about leadership, they often use the word passionate. That word comes from the Latin word for suffering. Leadership is hard work. It is not easy despite what we, or others, may write about how things get done. One certainty is that what people will say about a leader will be less about what has been achieved for themselves and more about what has been achieved for others and for the public interest.

Leaving a legacy is all about making a difference and that means taking stands on things that matter. It takes courage to do so. To leave a legacy of lasting significance means acting courageously and there is no money-back guarantee. Doing their best may simply not be enough. There are always forces that are outside their control. It is also true that every leadership virtue taken to excess can also become a vice and every strength, a weakness.

That is why leaders learn quickly to have the humility and the grace to admit that they depend on others as much as others depend upon them and that leadership is hard work. It has been said that there are two kinds of people in life: those who make things happen and those who wonder what happened. Leaders have the ability to make things happen. People who don’t know how to make things happen for themselves won’t know how to make things happen for others—and what they do with their future means the difference between simply leaving a track record or leaving a legacy.

Legacies aren’t just wishful thinking. They are the result of determined doing. The legacy that public managers choose to leave will be based upon how they lead. They never know with any certainty whose life they will touch. What they do know is that they can truly make a difference as a public manager and that they have an opportunity to leave whatever they do better than they found it.

ASP A member Christine Gibbs Springer is principal with Red Tape Limited in Las Vegas, NV, and a former ASPA president. Email: cgg@aol.com
Governing by the Numbers Delivers Big Results

New Information Technologies, Data-driven Policymaking Boost Efficiency and Effectiveness

Washington, DC—The United States faces a myriad of seemingly intractable policy dilemmas, from reducing environmental contamination to delivering affordable and reliable health care to providing quality education for all our children. Advances in information technologies, however, provide the opportunity to revolutionize the way government makes decisions and greatly enhance our ability to address these problems, according to a new report from the Center for American Progress. “Governing by the Numbers: The Promise of Data-Driven Policymaking in the Information Age.”

“The promise of data-driven technologies to address these problems and implement data-driven government. Maryland Governor Martin O’Malley, a leading practitioner of data-driven approaches while dramatically improving transparency and accountability. New information technologies provide an incredible opportunity to close gaps in our knowledge and sharpen policymaking.”

Currently, federal policymaking suffers from persistent data gaps, a lack of systematic analysis, and poor information management and dissemination. The report recommends that we harness information technologies to address these problems and implement data-driven government. Maryland Governor Martin O’Malley, a leading practitioner of data-driven technologies, will speak today at the CAP release event for the report. As mayor of Baltimore, O’Malley implemented a data-tracking system called CitiStat that is credited with saving tens of millions of dollars while dramatically improving city programs and services. Recently sworn in as governor of Maryland, O’Malley just signed legislation into law to implement StateStat, which like CitiStat will allow the governor to quantitatively monitor the performance of state agencies to improve efficiency and effectiveness.

“The material presented can be used in the classroom and city hall alike as we seek to restore trust in government.”

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— James S. Bowman, Florida State University; Editor, Public Integrity

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Collaboration Solves Problem

From ALLEY CAT ALLIES, pp. 5

1994. These articles gave the group legitimacy to its work. Two articles were written in Animal Guardian in 1991 and 1992 about Alley Cat Allies and their TNR programs in Animal Guardian in 1991 and 1992. In 1991 and 1992, Morgan which had no more kittens by 1990, they were focusing on the TNR of cats. By first serving and then leading, Alley Cat Allies provides a superb example of how to bring people and institutions together to solve a problem. Frank Hamilton is with Eckert College and a scientific advisor to the Board of Directors of Alley Cat Allies. For more information visit www.alleycat.org.
Dear Dr. Lavigna:

I recently read your article in the PA TIMES (March 2007). While I agree with your analysis of a brain drain, the issue is far more complex than stated. From the private sector must understand that Mr. Danbeck will fail, just that he and IBM, while being a bureaucracy has very different goals compared to public sector organizations. How will Mr. Danbeck evaluate the outcomes of his organization? If he applies the same criteria utilized by IBM, he would be destined to fail in the public sector. I am not intending to assume that Mr. Danbeck will fail, just that he and everyone else that relies on experience from the private sector must understand that the goals are not the same.

I would urge you to reconsider your proposal. As a recent recipient of my MPA, I have learned the value of education. (Before you say that I lack experience, I have also worked for IBM and a local city for a total of 10 years.) If I had the education before, both experiences would have been enhanced. I am currently working on my Doctorate of Arts in public administration courses. The students in class are learning the value of theoretical foundations, something that education does not account for.

I would suggest that filling job vacancies by retirees prevents a younger generation of well educated people from employment with mentors that are still working in the public sector. Perhaps a better internship program should be established and funded. Too many internships that are available are not local and/or they are not funded positions. From my experience, I found too many public agencies expecting MPA students to work for free. As I’m sure you will agree, it is hard to get excited about working for an agency that can’t even fund an internship. What hope of a full time position is there if the agency can’t fund the intern at near slave wages? Internships can provide valuable recruitment opportunities as well as productivity.

I understand your perspective and agree that there is much that could be learned from experienced employees, but I fear that if the public sector doesn’t hire the young now, there will be a bigger problem ahead. The public sector must look at the long term dilemma. Hiring older workers will only prolong the inevitable. Hiring the young now will allow older workers to mentor new employees. Sooner or later, the baby boomers will be gone and if we don’t give the newly educated people something to work with them, the future may be full of re-inventing the wheel.

Respectfully,
Paul L. Hathaway
Idaho State University

Do Not Turn PA TIMES into One-Sided Political Soapbox

Dear Dr. Klingner:

I am writing to express my deep and profound disappointment that I had when I read the editorial section of the most recent edition PA TIMES (April 2007). Since joining ASPA in 2005, I have thoroughly enjoyed reading both PA TIMES and PAR, and have generally found the articles and studies to be what they should be, nonpartisan in nature. However, the article “A Surge of Constitutionalism” did not meet that standard. I have grown accustomed to with ASPA-related articles. I do not subscribe to the ASPA-related publications to be one-sided political commentary. I do subscribe so that I can know what is going on in my field of study and profession. If I wanted this kind of commentary, I could easily turn to the Huffington Post (or any other overly partisan blog).

I do want to congratulate you on your new position with ASPA, and commend the organization for the normally excellent publications that are produced. However, I do hope that the ASPA-related publications are somehow kept above the political fray. I understand the underlying political dynamics that are part of our field of study, but my request is that PA TIMES does not turn into just another one-sided political soapbox.

Thank you for your time,
Douglas E. Miller
Virginia

ASPA President-Elect

Explains Recommended Reprinting of Commentary

ASPA Colleagues:

I recommended publication of the Hart commentary in the April 2007 issue of PA TIMES because many ASPA members have expressed deeply held and divergent beliefs about the appropriate balance of power between the President and Congress, and about how this dilemma affects a Constitutionally-regulated professional public bureaucracy. However, it should be noted that the decision to run any PA TIMES article rests with its Editor, Executive Editor and Editorial Board.

Supporting professional public administration and public service requires us to discuss politically controversial issues. And while ASPA should not adopt policy positions on such issues, it must continue to serve as a forum where its members can share their personal views on them. It was in that spirit that I asked Senator Hart for permission to reprint his editorial in PA TIMES. I invite all ASPA members to continue to dialogue on this and other issues relevant to public administration and public service.

Cordially,
Don Klingner
ASPA President Elect

Time to Give Back to ASPA?

To the Editor:

I recently returned from ASPA’s Annual Conference in Washington, DC, and thoroughly enjoyed the sessions, keynotes, speakers and the chance to catch up with my colleagues in this great field of public administration. At the closing plenary, however, I was shocked to learn that the number of ASPA members has dropped from 20,000 to 13,000 and now sits at around 9,000.

Although this is still a sizable number, this is unquestionably a steep decline. I wonder how many now well-known and respected scholars got their professional start by taking advantage of the benefits offered through ASPA among which were the opportunities to learn from the intellectual giants in the field, network, present their own research and hopefully be recruited into either their first academic position or, in my case, into a position at the highest level of government.

I suspect that the decline in numbers is in part, a reflection of many top scholars who are taking their memberships elsewhere and presenting their research at more specialized and often one-sided conferences. I do not make this mistake, I understand the need to become a member of additional professional organizations and to present at more specialized conferences attended by others with similar research agendas. I fully support this. I also think, however, that the top public administration scholars and those at the top public administration schools should remember when they got their start and the benefits they received.

If public service is about contributing to the collective good, all of our time, talents, and energy are needed. I’m wondering if some scholars have forgotten that ethos or are simply choosing to deny any responsibility to the general field. I am also aware that in some cases, university finances are simply very tight. Young and up-and-coming scholars may not be able to afford several memberships or attend multiple conferences every year. For others, however, that argument just doesn’t hold water. The finances are in place but apparently the desire is gone. I now do more specialized research than I used to do, I do, I too, seek out conference settings for presenting my work but I also bring that work to ASPA.

I want to thank the many, many top scholars and influential theorists and practitioners who continue to support ASPA with their time, research, energy, money and talents. Thank you also to those Universities, Centers and programs for doing the same or as a part of you with the means to do it, I’m asking you to think it over. If you were recruited or got your professional start with ASPA, became inspired by ASPA, presented your best material at ASPA, or networked at ASPA, isn’t it time to give back to the general field and to this organization?

Please think it over. The call for papers for the 2008 ASPA Annual Conference in Dallas is coming up very soon.

Sincerely,
Lisa A. Dicke
Dept. of Public Administration
University of North Texas

If you have a comment or response to a PA TIMES article that you would like to submit to the paper, contact Christine Jevett McCrehin at cjevett@aspaportal.org.
Federal Advisory Panels Wield Unseen Power

Concerns Raised About Secrecy, Industry Influence and Political Interference

Washington, DC—While federal advisory committees are tasked with giving the executive branch “objective” advice on issues ranging from the safety of prescription drugs to commercial airline travel, an ongoing investigation by the Center for Public Integrity has found that they sometimes are tainted by financial conflicts of interest, needless secrecy, industry dominance and outside interference.

At least 900 committees, boards, commissions, councils and panels give advice to federal agencies and the White House under the Federal Advisory Committee Act (FACA). “The Shadow Government” investigation starts with a look at the Advisory Board on Radiation and Worker Health, a presidential panel that helps weigh claims for compensation by current and former nuclear weapons workers under a Department of Labor program. The department has been widely criticized for denying nearly two-thirds of all claims filed by victims of cancer and other illnesses.

Through a series of interviews with former nuclear weapons workers, members of Congress, legal experts and others, the Center found that questions remain about the fairness of the radiation board, which provides scientific advice on cancer claims. Some allege that the board’s makeup was adjusted by the administration last year to make it less “worker friendly” and control program costs.

In videotaped interviews, three cancer-stricken Cold War veterans—two from the Nevada Test Site and one from Los Alamos National Laboratory—talked about their illnesses, workplace experiences and frustrations with the compensation process. They are among tens of thousands of claimants from hundreds of nuclear sites, including the Paducah Gaseous Diffusion Plant in Kentucky and the Amchitka Island Nuclear Explosion Site in Alaska.

“The constituents of mine who are going through the program are very, very frustrated,” Rep. Tom Udall, D-N.M, told the Center. “This program has been troubled since its inception.”

Civic Disconnect Found in LA

From TELEWORK, pg. 1

with neighborhood councils to address common areas of interest. The report also suggests that relations between neighbor- hood councils and city agencies likely would benefit from the establishment of liaison positions between the two groups.

“To make the neighborhood council system work well, city departments will need to show their willingness to move from doing business as usual to a posture that is more open and responsive to the needs of the neighborhoods in a continu- ous and sustained manner,” said Terry L. Cooper, SPPD’s Maria B. Crutcher Professor in Citizenship and Democratic Values and director of the Civic Engagement Initiative. “This can be accomplished only through well-developed relationships between city departments and neighborhood councils.”

The report, produced in conjunction with the USC Urban Initiative, is a result of a three-year project in which the Collaborative Learning Project facilitated collaboration between representa- tives of three city agencies and neighborhood councils.

The past three-plus years of work have given us the opportunity to learn a great deal about how volunteer citizens can effectively collaborate with city agency administrators,” said Thomas A. Bryer, lead research assistant for the project. “Our work has also allowed us to recognize the significant challenges associated with bringing people together with such diverse professional and experiential backgrounds. I am confident that should the recommen- dations we make in the policy brief be adopted, we can see an improvement in citizen-government relations and more responsive service delivery.”

The Collaborative Learning Project hopes the findings and recommendations will enhance future collaboration between agency officials and neighborhood council representatives in Los Angeles.

The Civic Engagement Initiative holds workshop series throughout the academic year on democracy, civic participation and governance reform.

For more information visit the USC- SPPD website at: www.usc.edu/schools/sppd/.

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Would you like to submit an article or comment to PA TIMES?
The NIMTOF Syndrome

H. George Frederickson

Few forces in public affairs are more powerful than the drive of elected officials to retain their incumbency. I am happy to report that we now have an acronym that summarizes this drive—the Not in My Term of Office (NIMTOF) syndrome. Before describing some of the characteristics of the NIMTOF syndrome, it is helpful to put it in the context of other public affairs syndromes.

As a description of the unique properties of a particular type of public policy making, the Not in My Back Yard (NIMBY) syndrome has proved to be useful. Elected officials may collectively agree that the United States needs a high level nuclear waste storage facility, yet particular elected officials strongly oppose the location of that facility in their districts—the NIMBY syndrome.

NIMBY is a simplified explanation of the disconnection between general public policy agreements regarding the need for capital facilities on one hand and the specific siting of those facilities on the other. There is a reverse form of the NIMBY syndrome, the Stay in My Back Yard (SIMBY) syndrome. The best example of the SIMBY syndrome is the opposition of particular elected officials to closing schools or military bases in their districts. The difference between the NIMBY and the SIMBY syndromes is whether the particular public facility in question is thought to be undesirable, as in a sewage treatment plant, or desirable, as in a park. Although purists may think of the NIMBY and SIMBY syndromes as trite or superficial, the two phrases effectively summarize and convey the substance of an important form of politics and public policy—decision making regarding space and the allocation of public facilities.

The widespread use of the NIMBY syndrome to explain a unique form of policy making sets the stage for another acronym, the NIMTOF syndrome.

The evident inability of public officials to address some of the most vexing public policy challenges can be explained by the Not in My Term of Office (NIMTOF) syndrome. If the NIMBY syndrome explains the connection between policy makers and the location of public facilities, the NIMTOF syndrome explains the connection between policy makers and time.

At the federal level a good example of the NIMTOF syndrome is the description of elected officials who suggest changes in the Social Security program for the purpose of securing its long-range solvency as having “touched the third rail of American politics,” thereby exposing themselves to political injury or even death. Although demographic and financial trajectories indicate trouble ahead for Social Security, all of the more obvious solutions involve “adjusting” entitlements.

Such adjustments are politically risky, best put off to a later date and left to subsequent incumbents—the NIMTOF syndrome. Legislators did, however, make a recent important adjustment to Social Security. They dropped the requirement that one must be retired to receive benefits, a policy change that added significant financial obligations to the Social Security program without providing the long-term means by which to pay for those benefits.

Medicare faces more immediate demographic and financial problems than those faced by Social Security. In an awesome display of the power of the NIMTOF syndrome, recent adjustments to Medicaid policy have added prescription drug benefits for beneficiaries, thereby increasing the program’s financial liabilities in the future.

This brings us to an understanding of one of the unique properties of the Not in My Term of Office syndrome—the political use of time. In the political use of time the rules are these: While in office, support policies that increase services and benefits. Do not support policies that reduce services and benefits. And, especially, do not support policies that increase taxes.

In these NIMTOF syndrome rules we learn both what is not to be done in one’s term of office and what is to be done.

At some point, of course, the NIMTOF syndrome gives way to the politics of making difficult decisions. That point is usually reached when crises are upon us. In the meantime we devise structural means by which elected official attempt to control themselves.

Two good recent examples from the federal government are the “pay as you go,” or PAYGO, structure and the entitlement program “lockbox” structure. In addition, at all levels of government the term limits movement advocated a structural means by which to influence elected officials to look beyond their incumbency. None of these approaches have worked very well.

An alternative approach is to simply face the NIMTOF syndrome and give the tough decisions to others. A good example was the Military Base Closing Commission, a model that worked well for many years.

As is often the case, the best examples of dealing with the NIMTOF syndrome come from state and local government. Most state constitutions require a “pay as you go” approach to financing public programs, with the exception of borrowing for capital projects. Although in some cases these requirements are bent, in the main state and local governments actually pay as they go. And capital borrowing practices operate in a market in which bonds are rated and the costs of borrowing are clear and properly assessed.

Compared with the federal government, state and local finance is absolutely hygienic. One reason is the comparative weakness of the NIMTOF syndrome at the state and local level.

What are the effects of the NIMTOF syndrome on public administration? In simple and direct terms, and in the short run, the answer is rationing. If the schools are not well financed, class sizes are larger and teachers must allocate their limited time to more students, a form of rationing. In national defense the wars in Afghanistan and Iraq have resulted in multiple tours of duty for service members, a form of rationing. Insurance companies are used by the Medicare program to ration dollars to hospitals and doctors for the purpose of holding down hold health care costs.

The Food and Drug Administration does not have enough inspectors in the field, a form of rationing. Many state and local governments do not retain a “rainy day fund” and do not have reserves sufficient to handle emergencies, a roll of the dice and a form of rationing.

Rationing at the level of policy implementation is a street-level version of saying yes to some and no to others. In the short run, it is a sensible response to the NIMTOF syndrome.

One of the most important features of public administration is some security in policy. It is security in office which enables administrators to take the longer view and to give voice to the longer view in the halls of policy making. Because of the short-run aspects of the NIMTOF syndrome, public administrators have an especially important responsibility to represent the longer range interests of the people.

ASPA member H. George Frederickson is Stone Professor of Public Administration at the University of Kansas and co-author of both The Public Administration Theory Primer and The Adapted City: Institutional Dynamics and Structural Change. E-mail: gfred@ku.edu
City of Progress, Part 2

Feeling confident that you have the trust, loyalty, and respect of your mayor and colleagues, you decide to quietly let them know about your forthcoming gender reassignment. Privately, you inform your colleagues, including the mayor, that you will go public with your intentions to become a woman four months from now when your 13 year old son is away from the community. The circle of trust you have created involves about 15 people and, as it widens, you are increasingly concerned that you may not be able to keep your intentions out of the public eye until June. Alas, you discover that the circle is broken when a local newspaper reporter asks: “How do you feel about what you heard?” You respond, “It’s just real silly. You know what I mean?”

City commissioners decide to schedule a public meeting to hear from citizens. Before the meeting takes place, the mayor defends you as does city manager colleagues in neighboring communities. Your supporters claim that merit not personal issues should matter the most. The city charter stipulates that you can be dismissed without cause but only by a super majority vote (five of the seven of the city commissioners).

Sixty persons speak at the four hour marathon meeting while nearly 500 more flood the city hall chambers and corridors. One resident contends, “The issue is not the gender change here. It’s the fact he deceived people. He wasn’t honest with us.” Another angry citizen exclaims, “His brain is the same today as it was last week and asks: “How do you feel about what you heard?” You respond, “It’s just real painful to know that seven days ago I was a good guy and now I have no integrity, I have no trust and most painful, I have

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These classic articles trace the historical and evolutionary development of the fields of public personnel administration and labor relations from the point at which the first civil service law was passed—the Pendleton Act in 1883—through the present. The collection covers everything from the seminal concerns of civil service (e.g. keeping the spoils out) to topics that early reformers would never have imagined (e.g. affirmative action and drug testing). To facilitate an instructor’s ability to assign readings that illuminate lectures and course material, a correlation matrix on the M.E. Sharpe website shows how this book can be used alongside eight leading textbooks.

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Independent Sector Announces New Estimate for Value of Volunteer Time

Washington, DC—Independent Sector recently announced that the 2006 estimate for the value of volunteer time has reached $18.77 per hour. Such an estimate can be used to help organizations quantify the enormous value volunteers provide. The 2006 estimate increased from $18.04 per hour in 2005.

The true value of volunteer time is the vital role that they play in helping millions of charitable organizations and communities across the country," said Diana Aviv, president and CEO of Independent Sector. “Volunteering is about giving, contributing, and helping others. The new estimate helps put perspective on the enormous contributions provided by our nation's volunteers.”

The release of the new estimate for the value of volunteer time coincided with preparations for National Volunteer Week, which took place April 15-21. National Volunteer Week recognizes and celebrates America’s proud legacy of volunteer service and the value that Americans place on strengthening this country by helping others. The value of volunteer time and National Volunteer Week provide the opportunity to acknowledge the millions of individuals who dedicate their time, talents, and energy to making a difference.

For more information visit www.independentsector.org.

ASSE Develops New Transportation Safety Tool Aimed at Preventing Roadway Injuries

Des Plaines, IL—The American Society of Safety Engineers’ (ASSE) Transportation Practice Specialty (TPS) has developed and made available a special “Call to Action” TransActions newsletter with information aimed at helping prevent roadway fatalities and injuries in support of the annual May 6-12 North American Occupational Safety and Health Week.

Worldwide, roadway crashes and fatalities are at an all-time high. Transportation incidents continue to be the number one cause of on-the-job deaths each year in the U.S. The 6,159,000 vehicle crashes in 2005 resulted in the deaths of 43,443 people and cost the U.S. $230.6 billion. The majority of those killed in crashes were drivers, and of those that died 75 percent were male. According to the U.S. Fatal Accident Reporting System (FARS), 6,483 motor vehicle operators involved in fatal crashes had previous records for suspensions, revocations, DUI, speeding, and criminal moving convictions.

TPS Administrator Doug Cook notes the major impact roadway safety has on businesses and believes the information in this newsletter can help. The TransAction authors, TPS members, include a safety engineering and business entities field expert, certified safety professionals (CSPs), casualty risk control professionals, loss control specialists, a safety, health and environmental director for a national food company, a forensic engineer, transportation engineering experts and a managing director of corporate safety, health and fire protection for an international transportation company.

To access ASSE “Call to Action” TransActions newsletter, the NAOSH 07 poster and tools please go to www.asse.org/naosh07.

Governors Adopt S-CHIP Policy

Washington, DC—The nation’s governors have adopted a new policy to re-emphasize the importance of Congressional reauthorization of the State Children’s Health Insurance Program (S-CHIP) and immediate funding for states facing shortfalls in the program.

In the policy, governors call on Congress to provide adequate, predictable funding and enhanced flexibilities for states that will allow improvements in health care and coverage for children. This critical, state-based program provides health insurance to more than six million children across the country.

“States have long been leaders in giving children a healthy start in life,” said NGA Health and Human Services Committee Chair New Jersey Gov. Jon S. Corzine. “The flexibility of the S-CHIP program has made it among the most valuable tools for states to increase affordable health care for both children and their parents and taking a step backward would be devastating.”

“S-CHIP has been a great success across the country, and it provides governors with more flexibility in the design of health benefit packages,” said Vermont Gov. Jim Douglas, the committee vice chair. “We want to continue creating opportunities for states to improve health care access for uninsured children. Reauthorization of S-CHIP must reflect the needs of states that manage and finance the program.”

For more information visit www.npga.org.

Students Have Strong Interest in Nonprofit Careers

Washington, DC—In March 2007 the National Association for Schools of Public Affairs and Administration (NASPAA) conducted an online survey of current MPA/MPP students. The survey was distributed to NASPAA’s current MPA/MPP students. The survey yielded 564 responses.

Summary of Findings:

• Students were most likely to first learn of MPA/MPP degrees and the specific schools they applied to from the internet, media, news, their relatives, friends, work colleague, and undergraduate professor.

However, they relied more heavily on media. Students were asked to learn more about the schools they applied to:

• In considering the MPA/MPP degree, students responded that they most frequently considered pursuing a law degree (45%), MBA (34%), and Masters in International Relations (20%).

• The most important criteria cited by students in selecting a graduate program included location, reputation and quality of faculty.

• The “typical” MPA/MPP student was 30 years old and worked full-time for about 4 years prior to graduate school. Two-thirds of the students were female.

• About 40 percent of current MPA/MPP students expected to work for a non-profit or local, state, regional or federal government. 20 percent planned on pursuing careers in the private sector, consulting, and contracting. Respondents expected to be paid approximately $57,000 upon graduating.

• MPA/MPP students thought the most important skills to potential employers included written and oral communication, decision making, leadership, and teamwork.

• There is a large gap in how MPA/MPP students use technology. Instant Messaging and text messages are used on a daily basis by over 20 percent of the respondents.

For more information visit www.naspaa.org.

Rutgers Launches Public Performance Measurement and Reporting Network

Newark, NJ—Public Performance Measurement and Reporting Network that is being launched by the National Center for Public Performance at Rutgers University in partnership with the Alfred P. Sloan Foundation.

Your free membership in the Network will provide extensive resources for public sector performance measurement and reporting. This unique website provides access to performance measures, performance reporting models, case studies, government documents, articles, books, conferences and other resources. A listserv, e-newsletter and national/regional conferences will connect members of the network and encourages queries and ongoing dialogue. Government's stakeholders, in particular managers, citizens and elected officials, as well as academics, nonprofit organizations and students of government, will find this Network to be an essential, timely and dynamic resource.

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ASPA members receive free membership in one local chapter. Chapters are listed on the back of this form.

☐ Check here if you prefer to be an at-large member.
☐ Exclude my name from any listing of members sold commercially.

More

Get information on:
• University-based Affiliates
• Agency/Organization Membership
• Group Membership
at www.aspanet.org

Section Fees
Section membership is in addition to ASPA membership fees. Sections and fees are listed on the back of this form.
Section(s) Code(s) $ ____________
Total Section Fees $ ____________

Optional Fees

Postage Options
☐ Postage for Canada and Mexico ($25)
☐ 1st Class PA TIMES delivery ($15)
☐ International Air delivery ($70)

Additional Chapter Fees
Members receive membership in one Chapter at no charge. Additional Chapters incur a $6 fee and are listed on the back of this form.
Addisonal Chapter(s) $ ____________
Total Chapter Fees $ ____________

Total Optional Fees $ ____________

I have read and agree with ASPA’s Code of Ethics. (see www.aspanet.org)
The Future of Public Service

Lessons from the Closing Plenary of ASPA’s 68th Annual Conference

Abra R. Nusser

The future is coming. It is your next meeting, a new employee not yet hired, and it is 10 years from now. As public servants, we have endless opportunities to influence what happens in the future, and we also have the great fortune of participating in it. Challenges abound but we can recognize them and work to collaborate on meeting them with readiness and innovation. Forward-thinking individuals came together during the closing plenary of the 68th national ASPA conference to discuss the future of public service. ASPA Past president Marc Holzer; National Academy of Public Administration (NAPA) President Jennifer Dorn; and former Washington, DC, Deputy Mayor John Koskinen served on the panel moderated by Marilyn Rubin of the John Jay College of Criminal Justice. Among the topics covered were network governance, preparing for the next generation of public servants, globalization and increasing the image of public service.

Acclimating to Network Governance
To build bridges and coalitions that connect public servants at all different levels, Holzer suggests employing a sophisticated web-based capacity and using technology applications to reach out. Making investments in real and virtual connections is extremely valuable to the future of public service.

Dorn suggests being a “proactive listener” to involve all stakeholders in the provision of public goods and services at multiple levels. She suggests that by “making networks that work” and consensus building, the public servant of the future can become “collaborative-savvy.”

The importance of training people at the front-end on issues such as performance and accountability can provide a more hospitable environment for networking. Koskinen relates to Dorn’s proactive listener approach by noting how listening skills are vital to facilitating governmental fluidity and building strong networks.

Saunders cautions the public servant of the future not to lose sight of core constitutional values in the midst of an increasingly network governance-dominated field. Maintaining transparency, focus on customers, accountability, efficiency, and economy is a challenge that will become increasingly prevalent.

Woodrow Wilson would agree with Saunders’ suggestion that public servants of the future should try to remain free of political interference. Collaboration on multiple levels is not always voluntary, but we must make our best attempts to...

See ASPA TIMES, pg. 19

ASPA Releases National Council Action Items

ASPA Committees Submit Requests for Action

Duane Crawley

ASPA’s Finance Committee
• Approval for action of ASPA’s Revised Investment Policy
  –Motion so moved to approve the revised investment policy activities as outlined
  –Steve Bobes John Bartle 2nd
  –Motion Approved

• The Finance Committee presents a motion on behalf of the Capacity Steering Group to recommend the suspension of the life membership program effective July 1, 2007.

International Coordinator (Presented by Patricia DeLance Julnes)
• Activities over the past four years were geared toward establishing the role of a secretariat and the activities that will be implemented.

• Develop criteria for signing MOU’s
• Develop a evaluation of MOU’s and who will monitor the evaluations
• Develop an agreement to establish ways to go after domestic partners to be involved in MOU’s and share in overhead expenses involved with this task.
• Set of benefits to offer the Universities in sharing of MOU’s

–Motion for action to request funds to support secretariat activities. Funds would be considered in the 2008 FY budget proposal to assist in identifying potential funding sources for MOU activities

–Motion to amend the motion of the budget request for a 2008 budget line item
–Motion moved by David Broom to propose a financial investment line item in

See ACTION ITEMS, pg. 19
As public servants we stand for as an organization. Terrorism against innocent civilians—whether flying planes into office towers, attacking refugee camps, bombing federal buildings or abusing prisoners on military bases—is contrary to ASPA core values and a violation of the Society’s code of ethics. We denounce such acts and support those who are expressing their full potential; and places where all races and ethnic groups can celebrate their diversity together; places where individuals can freely practice their religion if this is their preference. The exploration of opportunities for public administrators to proactively use resources at their disposal for solving human security and other contemporary problems and challenges. I encourage each of you to be an active participant in the Dallas conference and help influence the transformation of our profession. During my visits with chapters, sections and at regional meetings, members often asked how they could help support our Society. I always indicated the various options through which individuals can serve ASPA. However, what I emphasized to members is that the most important thing they can do is believe. I have ended each presentation with this challenge to believe and it seems appropriate to do so again in my first President’s Column. Thus, as ASPA members, I ask you to believe.
• Believe in yourself as an ASPA member. For those you serve and work with, you are the only ASPA they see. The actions and behaviors of one individual can make a difference.
• Believe in our clients or customers they are our partners in the public enterprise.
• Believe in your colleagues. Encourage them, support them and inspire them to embrace the high calling of public service.
• Believe in your chapters and sections. Make them real to members. Make them relevant to members. Make them a resource for members.
• Believe in ASPA. We as ASPA members are more than the sum of our parts. As an organization, ASPA has the greatest array of human capital in the world. Together we represent a powerful resource for advancing excellence in public service.
• Most importantly, believe in our profession. As public servants we constitute a crucial component for effective governance. If the social contract we have with citizens is not implemented, the governance experiment we represent will fail. Those we serve need us to be successful.

The world needs to experience a reality where individuals can freely practice their religion or choose not to practice any religion if this is their preference. The world needs us to help create: places where all races and ethnic groups can celebrate their diversity together; places where members of society can experience their full potential; and places where

**Transformational Public Administration: A Call for Public Service**

Harvey White

As I am writing this first ASPA President’s column, the media networks are reporting the horrendous terror attack on students and faculty members at Virginia Tech University. We are deeply grieved by this incident and stand ready to offer support to all members of the Virginia Tech family as they attempt to cope with this tragic loss of family, friends, students and colleagues. I am personally contacting my colleagues at Virginia Tech to ascertain the best way we can be of assistance. I will share with them that “we are all Hokies today” because the terror they experienced is repugnant to everything we experienced is repugnant to everything we stand for as an organization. Terrorism is like all threats to human security. As George Frederickson points out in his book, **Public Administration with an Attitude**, the challenge of human security can only be met if “like-minded and dedicated public servants work together in a state of high cooperation and coordination…” Terrorism [like all threats to human security] is global but manifests itself locally, not fitting standard governmental and organizational distinctions between things international and domestic.” ASPA must be a lead participant in this call for the transformation of public administration.

Finally, as public servants we must enhance our partnerships with the citizens we serve. Civic engagement, co-production, community-based participatory research and other concepts that recognize the important roles of citizens in the effective, efficient and equitable delivery of public services are prevalent in the Public Administration vernacular. They must also become an intrinsic part of the praxis of public administration, particularly in relationship to human security. As public servants, we must not only work for citizens to deliver public services, but also work with them. Citizens are not just our clients or customers they are our partners in the public enterprise.

ASPA and its members have helped to bring attention to the need for transformation in these and other areas of our profession. We shall expand our efforts in the coming months. This is possible because of the excellent leadership and management of ASPA affairs in recent years. I have particularly benefited from the stewardship provided by Immediate Past-President Wendy Haynes, and Executive Director Antoinette Samuel and her staff have done an outstanding job repositioning ASPA fiscally.

Drawing upon this solid foundation, we shall put forth a program of action for ASPA and its members to better help address human security and other pertinent issues germane to our profession. ASPA’s officers and leadership team are meeting in Dallas the first week of May to discuss this plan.

Under the theme of “Transformational Public Administration: A Call for Public Service” a program of action is being advanced that focuses on:
• Revitalizing and reinvigorating our chapters and sections;
• Enhancing and diversifying ASPA’s revenue stream;
• Recognizing public administration programs that are “Advancing Excellence in Public Service”;
• Instituting the ASPA Advisory Board;
• Reconstituting ASPA publications as a Center of Excellence;
• Developing an ASPA Training Institute;
• Raising the visibility of ASPA and its advocacy for public service;
• Promoting the selection of talented and effective public servants at all levels;
• Building stronger linkages with the next generation of public administrators; and
• Increasing ASPA’s membership.

I will use the President’s Column to keep our membership informed as we move forward with plans in these areas.

One of the major areas currently being advanced is the planning for our 2008 annual conference, March 7-11, 2008, in Dallas, TX. “Transformational Public Administration: A Call for Public Service” is also the theme for the Conference. This theme will allow conference participants to focus on behaviors, programs, activities, institutions and processes emanating from the public sector that have or can promote human advancement. The emphasis will be on: “how the delivery of public goods and services has changed; how public administration has been a major catalyst for change”; and “how public administrators themselves are being changed.”

The conference will also facilitate exploration of opportunities for public administrators to proactively use resources at their disposal for solving human security and other contemporary problems and challenges. I encourage each of you to be an active participant in the Dallas conference and help influence the transformation of our profession.

As public servants we must no longer be just the concern of “first responders” and our colleagues who focus on emergency management; each of us must address these threats to the common good. Second, the training and development of public administrators must give more attention to the many facets of human security at home and abroad. Moreover, it should be given appropriate attention in our schools, workshops and conferences.

First, promoting human security, in its many dimensions, must become a priority for all members of our profession. It can no longer be just the concern of “first responders” and our colleagues who focus on emergency management; each of us must address these threats to the common good. Second, the training and development of public administrators must give more attention to the many facets of human security at home and abroad. Moreover, it should be given appropriate attention in our schools, workshops and conferences.

Third, we must work more collaboratively within and across sectors to promote human security. As George Frederickson points outs in his book, **Public Administration with an Attitude**, the challenge of human security can only be met if “like-minded and dedicated public servants work together in a state of high cooperation and coordination…” Terrorism [like all threats to human security] is global but manifests itself locally, not fitting standard governmental and organizational distinctions between things international and domestic.” ASPA must be a lead participant in this call for the transformation of public administration.

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### ASPA Contributors

**Endowment Contributors**

- Edward S. Twardy
  - Scottsdale, AZ

- Terrell Blodgett
  - Austin, TX

- James Hoy Stephenson
  - Nashville, TN

- Tiffany Grayson
  - Beaufort, SC

**New Professional Contributors**

- Edward S. Twardy
  - Scottsdale, AZ

**Supporting Contributors**

- Joseph Adler
  - Bowie, MD

- Margaret A. Auker
  - Cheryenne, WY

- Kathryn E. Newcomer
  - Rockville, MD

- Richard E. Hill
  - Sacramento, CA

See **PRESIDENT’S COLUMN**, pg. 17
approach unnatural situations with open minds and patience. Turf battles can be very costly to organizations, individuals, and the field of public administration; reaching understandings as soon as possible will prevent their damaging effects.

Preparing for Generational Changes

The graying of the upper ranks of public administration is raising concerns among public managers as they wish to prepare for the next generation of public servants. Technology changes every minute, retire- ment parties are becoming more common than birthday parties, and students and new professionals are looking for a better life than their parents had. Attracting fresh talent to public service and engaging in succession planning at the same time is a juggling act that many public managers are looking to master.

A principle that most of us can agree on is that teaching civics consistently and at an early age can only benefit society. Holzer that teaching civics consistently and at an early age can only benefit society. Holzer says that the wiser, more-seasoned generations should adapt to change but also help younger public servants find a balance between work and their fast-paced lifestyle. Young professionals change jobs often, trying to find a workplace that is personally satisfying and that meets the needs of their bank accounts. They want to be able to influence the world around them but still be personally satisfied.

The older generations are coming from the Depression mentality of holding down a steady job to provide stability, oftentimes regardless of self-fulfillment. Public servants old and new are facing challenges as they try to coexist in working environments that have such a diverse array of generational attributes. Dorn suggested the innovative idea of “reverse mentoring.” If you take one concept to heart from the closing plenary, it should be this one. The next generation needs opportunities to contribute now. Young professionals and students have a lot to learn, but they also have a lot that they can teach. With new technologies and practices emerging all of the time, there should be a two-way avenue of mentoring. The younger generations will benefit greatly from engaging in leadership opportunities and projects that the field of public administration deems valuable. By allowing students and young professionals to participate on panels and offer their experiences at conferences and meetings, their public service mentality can strengthen and diversify.

New and innovative programs offered to students and new professionals, such as the recent Student and New Professional Summit held during the ASPA annual conference in March, are beneficial to bridging the generational gaps between seasoned veterans and eager rookies. Listening to feedback from these programs is imperative to tailoring them to meet what their audience demands.

Understanding Globalization

The panelists discussed the effects and challenges that globalization is creating in government at every level. Globalization affects everything; nothing is a local problem or a specific issue anymore. Technology has “put it right in your face,” as Saunders asserts.

It is critical to educate and encourage understanding that we are operating in a new paradigm. A change has taken place that has united the globe on all different levels—regional, state, national, and interna- tional. With so many diverse cultures and attitudes, any one situation, challenges of inclusion are at the front of the minds of public managers. Allowing equitable and appropriate participation and opportunities for all groups and individuals is an admirable goal.

We can increase the understanding of globalization in the future by offering chances to go places. Although that may sound simple, many public servants have never been out of their state, much less out of the country. If this initiative is accomplished, public servants will gain insight into how to connect better as a world of diverse governments, and we can begin to comprehend the true meaning of workforce diversity.

Improving the Image of Public Service

Citizens are becoming more and more disenfranchised with their government. The best and most important thing that public managers can do to improve the image of public service is to concentrate on ethics. Ethics are invaluable to promoting a positive image of our field.

Bad stories, such as those that came out of the Hurricane Katrina disaster, erode the public trust. Maintaining transparency and ensuring accountability are imperative practices that the public servants of the future must keep their focus on. The image of public service depends on its portrayal in the media (among other things). We should do our best to prevent unethical behavior to occur so that the media focuses on successes instead of failures.

It is paramount to understand and compre- hend the damage and consequences that unethical actions can have on the country and our public administration. The public believes in government and relies on it, especially in times of crisis. We must meet the challenge of serving the important and honorable role that society demands. Citizen engagement and social equity encourage quality performance and good results. Fostering citizen participation will allow the public to have the input that they crave but it will also encourage a positive image of public service by keeping decision-making processes more accountable and transparent. Social equity mandates that citizens be able to have a fair and equal ability to participate, and the future of public service depends on it.

Where Do We Go From Here

The definition of future may be “existing or occurring at a later time.” Perhaps the future is now. Why wait until tomorrow to make changes to benefit public service? What you do right now affects what happens in the future. Be aware of the changes going on around you, and pay attention to how they can positively affect your organization or the field as a whole.

Lessons from the closing plenary are numerous and valuable. Make sure to listen, mentor, network, encourage collabora- tion and fluidity, and adopt and adapt technology to your advantage. By partici- pating ethically and actively in the world as a public servant, the crises of diminish- ing interest in public service and society’s growing dissatisfaction with its govern- ment can dissipate. The future is coming, but really, the future is already here.

Special thanks to Marilyn Rubin, John E. Saunders, III; Marc Holzer, Jennifer Dorn; and John Koskinen for their ideas on the future of public service.

An ASPA 2007 Founders’ Forum Fellow, Abra K. Nassar is an MPA student at The University of Texas at Dallas. She serves as an intern in the City Manager’s Office at the City of Richardson, TX.

E-mail: abranuss@aul.com

Announcing For All Adoptions

Profiles of Outstanding Women In Public Administration

Edited by Claire L. Felbinger and Wendy A. Haynes

The American Society for Public Administration (ASPA) and its Section for Women in Public Administration (SWPA) is publishing Profiles of Outstanding Women in Public Administration, a book that chronicles the contributions of women in public administration, political science and public service.

This work builds on the book, Outstanding Women in Public Administration, published by M.E. Sharpe.

For adoption information please contact Steve Dunphy at ASPA, (202) 585-4313, sdunphy@aspanet.org.

White Lays Out Plan for Presidency

From PRESIDENT’S COLUMN, pg. 16

optimism and opportunity are in partnership for human advancement.

Those we serve need us to believe because they depend on public servants to provide the space for fulfilling the social contract they have with government. What we believe influences the type of space we provide.

Yes, the most important thing we can do for ASPA is Believe. Guided by this belief:

• We can inspire a new generation of public administrators to make a commit- ment to the common good.
• We can make the core values of our Society real for every citizen; • The ethical behavior and integrity we exhibit will enhance citizens’ trust in government;

• Our effective and efficient provision of public services will assure those we serve that the resources they invest in government are well spent; and • Our equitable provision of public services will demonstrate to the world that there is a place where the social contract that government has with its citizens is being fulfilled.

By believing and acting upon our profes- sional beliefs, we can be reassured that the best days of our American Society for Public Administration are still ahead of us.

“All we are Hokies today.” Let’s support our colleagues at Virginia Tech!

ASPA member Harvey White is ASPA president and an associate professor at the University of Pittsburgh. E-mail: hwwhite@usouthal.edu (please copy rnic@usouthal.edu on all correspondence)
New ASPA Members

ASPA welcomes the following new members from the months of March 2007.

Please note: Members rejoining ASPA are not included on this list.
ASPA National Council Takes Action at Annual Conference in Washington, DC

From ACTION ITEMS, pg. 15

the 2008 budget process. Fees for consideration should include the cost for consultant and/or intern to assist with the activities of securing a secretariat to assist with MOU’s.

–Motion moved as written
–Motion Passed Unanimously

Pride Steering Group: (Presented by Audrey L. Mathews)

• The result of the “issues of the day” from 2007 conference will be addressed at a “Roundtable” discussion during the 2008 conference.
–Motion accepted by Wendy Haynes and Harvey White so moved to adopt policy
–Motion Passed Unanimously

• Proposed that the Awards Ceremony and the Welcome Reception serve as a joint venture during the conference that will allow tangible results to the overall organization as well as the center point to attract public servants.
–Motion proposed to make the awards program the primary focus in joint with the Welcome Reception at ASPA conferences.
–Motion Passed Unanimously

• President White moved to charge the program committee and staff the task of introducing the awards ceremony as part of ASPA’s major focus along with the Welcome Reception at future ASPA conferences
–Motion moved to adopt awards ceremony proposal
–Motion Passed Unanimously

Capacity Steering Group (Presented by Ann Hess–Braga)

• Approve the Secretariat application for the University of Akron under the IPAC MOU with Canada
–Motion moved by Ann Hess–Braga to approve secretariat application
–Motion Passed Unanimously

• Capacity Steering Group proposes the suspension of the life membership program effective July 1, 2007, and provide newly created program by the MYM September 14-16, 2007 for approval
–Motion so moved by President White
–2 opposed
–1 Abstention (David Broom)
–Motion Passed Unanimously

• Rajade Berry–James raised motion that all channels of communications to notify the entire membership of the suspension of the life membership program be utilized via list serve PATimes and the Bridge.
–Motion Passed Unanimously

• Rajade Berry–James raised motion that part of the notification regarding the life membership program be communicated that there will be a replacement program available in the future.
–All in favor
–Motion Passed Unanimously

Conference Meeting Planning and Management

• Consider when probable possibility to have mid-year-meetings align with National Association for Schools of Public Affairs and Administration (NASPAA) Conferences
–Motion to consider when possible to collectively meet ascending or descending NASPAA conference
–Motion to consider when probable possibility to have mid-year-meetings align with National Association for Schools of Public Affairs and Administration (NASPAA) Conferences
–Motion Passed Unanimously

• Propose that the joint relationship between ASPA and NASPAA Task Force continue work on behalf of student membership to promote educational benefits.
–Motion to continue work of ASPA NASPAA task force to promote student educational tools and benefits
–Wendy Haynes so moved
–Anne Hess Braga 2nd
–Motion Passed Unanimously

MPA Student Report Presented by Laurie DiPadova Stocks

–Motion Passed Unanimously

Capacity Steering Group (Presented by Audrey L. Mathews)

• Propose that the joint relationship between ASPA and NASPAA Task Force continue work on behalf of student membership to promote educational benefits.
–Motion to continue work of ASPA NASPAA task force to promote student educational tools and benefits
–Motion Passed Unanimously

MPA Student Report Presented by Laurie DiPadova Stocks

–Motion Passed Unanimously

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–Motion Passed Unanimously

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–Motion Passed Unanimously

MPA Student Report Presented by Laurie DiPadova Stock
2008 Election Nomination Period Opens May 1

- Electoral District 1—Connecticut; Delaware; Maine; Massachusetts; New Hampshire; New Jersey; New York; Pennsylvania; Rhode Island; and Vermont
- Electoral District 2—District of Columbia; Indiana; Maryland; Ohio; Virginia; Virgin Islands; Puerto Rico and West Virginia
- Electoral District 3—Alabama; Arkansas; Florida; Georgia; Kentucky; Louisiana; Mississippi; North Carolina; South Carolina; and Tennessee
- Electoral District 4—Colorado; Illinois; Iowa; Kansas; Michigan; Minnesota; Missouri; Nebraska; New Mexico; North Dakota; Oklahoma; South Dakota; Texas; and Wisconsin
- Electoral District 5—Alaska; Arizona; California; Hawaii; Idaho; Montana; Nevada; Oregon; Utah; Washington; and Wyoming

ASPA’s 2008 National Council Recommendation Form

Vice President_________ Electoral District (✓ one) 1_2_3_4_5_

General Information

Name:________________________________________
Gender: Male _____ Female _______ Date of Birth: ____________ Ethnicity: ______________________
Title: ________________________________________
Place of Employment: _______________________
Address: ___________________________________
City, State, Zip: ________________________________
Telephone: __________________ Fax: ________________ E-mail: __________________________

Educational/ASPA Information

Number of years as ASPA member: __________________________
Current chapter membership(s): _______________________
Current section membership(s): _______________________
Has the individual served on National Council ___
If yes, dates and position(s) served: __________________
Highest educational level achieved: __________________
If nominated, is individual willing to serve? ______

Other Information

The following information should be submitted on a separate sheet of paper.
- Contributions to ASPA such as offices held in chapters and sections, service on national committees, regional and annual conference participation and publications.
- Contributions to the field of public administration.
Recommended by: _______________________________
Daytime Phone: __________________ Fax: ________________
Representing: __ Chapter __ Section __ Self
Indicate the name of the Chapter/Section if recommendation is by vote of a Chapter/Section:

I hereby certify that the information is accurate:
Name: __________________ Signature: __________________

Return Recommendation Form by July 30, 2007 to:

ASPA Nominating Committee, 1301 Pennsylvania Ave., NW, Ste. 840, Washington, DC 20004 or Fax to (202) 638-4952
ASPA Life Membership Category Under Review

At this year’s annual conference, ASPA’s National Council voted to restructure the benefits and cost associated with the Life Membership Category fee. It has been over fifteen years since the Life Membership category fee has been reviewed. Since its inception, the value and cost of the membership benefits have increased significantly.

ASPA currently has 148 life members. Life member benefits include full membership benefits ($100 annual), plus waived conference registration for annual conferences (currently $375.)

The National Council approved, effective July 1, 2007, a freeze on the current Life Membership category, giving the Society time to reassess the benefits and price structure of the Life Membership. The revised Life Membership Category, benefits and cost, will take effect in September 2007. Current life members, as of June 30, 2007, will not be affected by any change to the life member program.

SECoPA Announces Call for Papers, Proposals & Panels

The 2007 SECoPA Conference, “Sound Innovations in Public Administration: Setting the Tone for the Future,” will be held in Nashville, Tennessee, September 26-29. Proposals are now being invited. If you have a panel idea, want to present a scholarly paper, or have professional experience that you want to share, this is an opportunity you won’t want to miss. Visit the SECoPA conference website for more information www.aspaonline.org/nashville/secopa2007.htm.

ASPA Announces Launch of PublicServiceCareers.org

ASPA is pleased to announce the launching of PublicServiceCareers.org. The new site has been launched in partnership with the Association for Public Policy Analysis and Management (APPAM) and the National Association of Schools of Public Affairs and Administration (NASPAA).

The site has been created to strengthen the visibility and identity of the public service career sector, and to provide a resource on the web, which will aid career development at all levels. Because of this partnership, ASPA no longer accepts job postings directly on our site.

Employers and job seekers are encouraged to visit www.PublicServiceCareers.org to post jobs, resumes and search for jobs.

RFP for International MOU Coordination Issued

ASPA is seeking partner organizations to assist in coordinating the Society’s international memoranda of understanding with the following associations:
- Commonwealth Association for Public Administration and Management
- Free State Society for Public Administration and Governance (FRESPAG) of South Africa
- Hong Kong Public Administration Association
- ESADE’s Institute of Public Management (Spain)

URL: http://www.aspanet.org/scriptcontent/word/mouref.doc

Benefit for Members

ASPA has reached an agreement with publisher M.E. Sharpe to provide all members with a special discount of 20% off the normal retail price on M.E. Sharpe books authored or edited by an ASPA member.

The agreement allows us to put you in touch with the latest, cutting-edge publications in the field at discounted prices. The books cover key issues and research in the areas of administration, leadership, financial management, budgeting, policy, ethics and local government.

To review the list of books and to order, visit ASPA’s website at www.aspanet.org and click on the link for Membership or contact Steve Dunphy at sdunphy@aspanet.org.

ASPA in Brief

Nebraska Chapter Publishes Social Equity Leadership Conference Proceedings

In February of 2006, the ASPA Nebraska Chapter was a sponsor for the Fifth Social Equity Leadership Conference in Omaha. The National Academy of Public Administration Standing Panel on Social Equity in Governance was the primary sponsor of the conference, which was hosted by the University of Nebraska Omaha College of Public Affairs and Community Service. Antoinette Samuel, Executive Director of ASPA, was a panelist and coordinated one of the breakout groups.

The theme of the conference was Taking Social Equity to the Streets. The conference focused on disparities in health care access and quality of care and on disparities in the criminal justice system in Omaha and nationally.

The proceedings of the conference are now available to ASPA members at no charge. You may order a copy by contacting Melanie Kiper at 402-561-7585 or mkhayes@mail.unomaha.edu.

If you have a Chapter or Section announcement for this column, contact Christine McCrhein at cjevett@aspanet.org.

Public Integrity

Editor: James S. Bowman
Managing Editor: Jonathan P. West

Public Integrity is the foremost journal on ethics and leadership in all aspects of modern public service. Written for both scholars and practitioners as well as concerned citizens, its driving force is the notion of integrity that is so basic a part of democratic life. The journal features refereed articles, case studies, exemplar profiles, field reports, commentaries, and book reviews on a broad spectrum of ethical concerns in local, state, national, and international affairs.

“Each volume of Public Integrity is a delight to read for scholars and practitioners who want to stay current on ethical issues and research so vital to all aspects of modern public administration.” — Richard Stillman, University of Colorado

A journal of the American Society for Public Administration, published in association with the International City/County Management Association, Ethics Resource Center, Council of State Governments, and the Council on Governmental Ethics Laws

ISSN 1099-9922 • 4 issues per year

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LOOKING FOR USEFUL INFORMATION ON PERFORMANCE MEASUREMENT AND MANAGING FOR RESULTS?

CAP HAS WHAT YOU NEED!

ASPA’s Center for Accountability and Performance

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

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

SPECIAL OFFER!

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

Order both Meeting the Challenges of Performance-Oriented Government and Performance Measurement Concepts and Techniques for $37, a savings of $3 off the individual prices.
Students Expect 10+ Years of Student Loan Debt

Majority of Student Loan Recipients Expect it to Take More Than 10 Years to Pay Off Loans

Milwaukee, WI–CollegeGrad.com recently released its survey results on how long college students anticipate it will take them to pay off their student loans. 51 percent of student loan recipients say it will take them more than 10 years to pay off their student loans. That’s a 5 percent increase compared to two years ago.

Considering the increase in interest rates for federal student loans, combined with the ever-increasing sticker price of a college education, it’s not surprising that students are faced with larger student loan bills upon graduation, and a longer payback period.

“The financial demands being placed upon college graduates are increasing,” said Brian Krueger, President of CollegeGrad.com. “Being saddled with debt after college is a primary driver to students view as the best sources of entry level job information. Among those polled, 59 percent named the Internet as their best source for job information.

“Having a steady financial reality of the real world. Krueger points out, “having a steady financial reality is important for future financial success. It affects credit records and the ability to take out loans for things such as buying a car or a house.”

Students often receive loans from a variety of institutions. Upon graduation, they are typically faced with not just one student loan bill, but a set of multiple bills. A popular student response is to consolidate their loans, which will roll all of their high-interest payments into one lower interest monthly bill.

Students have an opportunity to start off on the right financial footing by having a job offer in-hand by the time they graduate. CollegeGrad.com is a great first step for entry level job seekers. Job seekers can use the resume templates to create or update their resume, research more than 300 entry level career fields, and apply directly to relevant entry level positions by visiting the CollegeGrad.com job board.

Continuing Education Seen as Valuable Tool in Employee Engagement, Loyalty and Retention

St. Petersburg, FL–The vast majority of recently polled companies (94.1 percent) offer a tuition assistance program to their employees; and they generally cover associated fees, such as books, labs, tests and administrative costs. In addition, roughly half (54.5 percent) do not require tuition fees to be refunded if an employee leaves after completing a course.

The Institute for Corporate Productivity (i4cp, formerly HRI), in conjunction with HR.com, conducted the “Tuition Assistance Practitioner Consensus Survey” in February 2007. A total of 155 organizations participated.

“These results really show us the value that organizations place in ongoing education. Continuing education serves to increase employee engagement, reduce management costs in time and money and can improve employee loyalty, all of which are key issues when it comes to staying competitive in the ever-changing global business environment,” says Jay Jamrog, Senior Vice President, Research at i4cp.

When it comes to how long an employee has to be on the job in order to be eligible for tuition assistance, the responding organizations are almost evenly split into three categories; with about one-third saying that tuition assistance eligibility starts upon hire, another third prior to the end of the first year, and a third at the end of the first year of employment.

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

College Students Say Internet is the #1 Source of Job Information

Large Majority of College Students Name the Internet as their Best Job Source

Milwaukee, WI–CollegeGrad.com recently released its survey results on what college students view as the best sources of entry level job information. Among those polled, 59 percent named the Internet as their best source for job information.

“There has been a fundamental shift in how college students conduct their job search,” stated Brian Krueger, President of CollegeGrad.com. “As recent as ten years ago, the Internet was only a minimal factor in the entry level job search. Now it is the dominant way that college students search for entry level jobs.”

With the advent of powerhouse search engines, free online encyclopedias, job networking sites and more, the Internet has become the standard method for nearly all research, especially job research.

“Instead of recommending that we look in our textbooks for information, my professors will often tell me ‘I’m not sure what,’” said Kelsey Paulson, senior Biochemistry major at the University of Wisconsin, Milwaukee. “And the Internet is definitely the first place I go to research grad schools, employers, jobs and other career information.”

College students are typically tech-savvy, and they know right where to go to research the latest news, trends and other information needed to conduct a well-informed job search.

Krueger advises that students start putting those skills to good use early in their college career. “Graduation is too late to start the job search process,” says Krueger. “Students need to start finding all the Internet resources available to them early in their college career, and then learn to use those resources in their job search.”

The other sources noted in the survey results, job fairs, career centers and classmates, altogether totaled less than the Internet as a source.

“The Internet is even more important to college students than other job seekers, since it provides them with a more level playing field in competing for entry level jobs with students from other colleges,” noted Krueger. “College grads are no longer restricted to interviewing only with those companies that are coming to their campus.”

With more than 2000 pages of entry level job search information, CollegeGrad.com is a great place to start. CollegeGrad.com resources include resume templates, career and employer research information, interview tips, job search videos and much more.

Following are the overall survey results:

What is your best source of entry level job information?
- The Internet–59%
- Job Fairs–19%
- Career Center–13%
- Classmates–9%

FYI...
Pay It Forward...

Career Advice from an ASPA Member

Byron E. Price

A question we all face at some point in time is, “What’s next for me after completing the degree?” For the smart ones, those who have interned or networked while in school, they already know in many cases. Those who start looking for the right career in the last semester of matriculation feel panic because job postings tend to become scarce to non-existent as graduation gets closer.

This problem is not germane only to graduating students. Similar concerns exist for those seeking career moves to other, more challenging and rewarding positions.

The following tips will help ensure a smooth transition regardless of your situation:

• Always look and behave professionally—people can evaluate you even when you are not aware of them;
• Attach to good mentors, and reach out to them for feedback every few weeks, they’ll appreciate your responsiveness;
• Stay in touch with contacts you have made even if an opportunity did not materialize; they may identify other opportunities or serve as a reference for another opportunity not yet revealed;
• Stay away from gossip and chronic complainers so you don’t get branded as one of them;
• Say only what meets the “3 Yes Test;” “Is it kind? Is it true? Is it necessary?”
• Follow the advice you give to others—if it’s good enough to give, it’s good enough to live;
• Win people over with solid preparation and a strong work ethic (in an interview, this means knowing about the organization and using examples from your experience that demonstrate your willingness to get the job done);
• Determine whether your expectations and career aspirations match the opportunity on the table. OK, so now you followed my sage advice and have landed the job of your dreams. What do you do now? Good question and here is my advice:
• Before you start a job, know what is expected of you (more preparation);
• Make yourself valuable to your employer by being competent, capable, conscientious;
• Listen carefully and apply the 3 Yes Test;
• Don’t forget your personal life, seek a reasonable balance (take your vacations);
• Finally, please remember the poem of Dr. Benjamin Mays as you set out to make a difference in this world through public service, your chosen profession.

“I have only just a minute, only sixty seconds in it, Forced upon me can’t refuse it, Didn’t seek it didn’t choose it, But it’s up to me to use it, I must suffer if I abuse it, Give an account if I lose it, Just a tiny little minute, But eternity is in it.”

As Dr. Mays writes in the above poem, it is up to you to make life what you dream it should be, and in some cases not much time is allotted for you to make a difference. So, make good use of your time and don’t fret over things beyond your control. Constantly seeking improvement through skill acquisition and preparation will help you ensure your bright future.

ASPA member Byron E. Price is an ASPA national council member and an assistant professor of public administration at Rutgers University-Newark. He is the associate director of the National Center for Public Productivity, Rutgers University-Newark, editor-in-chief of the Journal of Public Management and Social Policy (JPMPSP), and case study editor for the journal Public Productivity and Management Review (PMPR).

University of Texas Pan American MPA Program Offers Mexican Protocol and Etiquette Training to Rio Grande Valley Municipalities

Edinburg, TX—Stretching for more than a hundred miles along the US/Mexico border the Texas Rio Grande Valley is home to many small municipal communities, all of which have one or more sister cities in Mexico. Frequently these municipalities sponsor or host each other for meetings, economic agreements, cultural events, cooperative accords and so on. Occasionally, such high profile multi-cultural events stumble due to minor faux pas or bloopers in etiquette or over looked international protocols.

On February 23rd the University of Texas Pan American (UTPA) hosted its first Mexican Protocol and Etiquette Training for cities in Hidalgo County. The event was sponsored by the UTPA MPA program and the Mexican Consulate in McAllen.

More than 50 people representing various cities in the Rio Grande Valley participated in a four hour training session on basic Mexican protocol and etiquette. Alejandro Sousa Bravo (Deputy Consul) led the training session which included a formal signing of an agreement between the Mexican Consulate in McAllen and UTPA Dean Van Reidhead of the College of Social and Behavioral Sciences. The signing was hosted by Congressman Ruben Hinojosa. Other protocol issues for various types of ceremonies such as formal dinners and receptions, and different levels of dignitaries were also covered.

While some of these topics may seem mundane to American public administrators, when moving in international circles many of these topics can spell the success or failure of an event.

Grant News

Housing Preservation
Grant Program
This program provides qualified public agencies, private nonprofit organizations and other eligible entities grant funds to assist very low- and low-income homeowners in repairing and rehabilitating their homes in rural areas. In addition, the HPG program assists rental property owners and cooperative housing complexes in repairing and rehabilitating their units if they agree to make such units available to low- and very low-income persons.

Applications for the grant program must be received by June 18, 2007.

For more information on the program and grant competition, please visit: http://www.grants.gov/search/search.do?mode=VIEW&oppId=13592

Rural Cooperative Development
Grant Program
These grants are made for establishing and operating centers for cooperative development for the primary purpose of improving the economic condition of rural areas through the development of new cooperatives and improving operations of existing cooperatives.

Applications for the grant program must be received by June 8, 2007.

For more information on the program and the grant competition, please visit: http://www.grants.gov/search/search.do?mode=VIEW&oppId=13555
CALL FOR PROPOSALS

69th ASPA Annual Conference
March 7-11, 2008 • Dallas, Texas

Deadline: July 17, 2007

Transformational Public Administration: A Call for Public Service

The ASPA Annual Conference is an opportunity for academics, practitioners and students to consider issues and opportunities facing our profession. It facilitates presentations on a variety of viewpoints and prescriptions for advancing public administration. The theme for the Dallas, Texas, conference is Transformational Public Administration: A Call for Public Service. This theme allows focus on behaviors, programs, activities, institutions and processes emanating from the public sector that have or can promote human advancement.

There are three primary components of Transformational Public Administration that are expected to be the initial stimulus for panels, workshops, round tables and plenary sessions:

• How the structures, functions, processes, and sectors delivering public goods and services have changed.

• How public administration has been a major catalyst for many of the fundamental changes, innovations, technologies and norms for human advancement.

• How public administrators themselves are being changed, particularly in terms of skills and talents, and the values they bring to bear on the delivery of public services.

Another significant aspect of the conference program is expected to address the Call for Public Service. Here the emphasis is on exploring opportunities for public administrators to proactively seek ways to use resources at their disposal for solving contemporary problems and challenges.

PROPOSAL SUBMISSION: Innovative approaches and ideas are solicited for ASPA's 2008 Annual Conference sessions. ASPA sections have been asked to recommend a representative to the program planning committee and help identify transformational theory and practice germane to their areas and interests.

SUBMISSION GUIDELINES: All proposals must be submitted online. Please go to the ASPA website, www.aspanet.org/ScriptContent/index_aspaconference.cfm for information on how to submit proposals. Deadline is July 16, 2007. Submissions will be distributed to track chairs after the July 16, 2007, deadline. Proposals will be reviewed by a committee of their peers and selected submitters will be notified.
TRACKS: Leading scholars, public service professionals and students will address transformational issues, activities and programs that influenced or have been influenced by public administration. The aim is to provide insights on how public administration innovations have helped to transform society and support human advancement. Discussions of instances in which public administration has failed to be responsive to the needs of society are also encouraged. Panel sessions, roundtable and small working group discussions will be organized around 13 major tracks:

1. Transformational Leadership and Transforming the Image of Public Administration
   - Transformational leadership and public service
   - Transformational public diplomacy
   - Electoral politics and demoralizing of public servants

2. Ethics and Social Equity
   - Contemporary issues of ethical principles and private gain
   - Ethics and government contracting—is there a conflict
   - The revolving door between government employment and private consulting
   - Principles of ethical conduct and the ASPA Code of Ethics
   - Social equity and the transformation of democratic society
   - Equity as a legal basis for distributing public services

3. Citizen Engagement, Community-Based Collaboration and Action Research
   - Engaging and managing with citizens and other partners
   - Using religious organizations as public service partners
   - Developing and managing indirect tools of governance (tax expenditures, loans, and other subsidies)
   - Promoting community-based entrepreneurship

4. Public Service Networks and Complexity
   - Public administration in the "Next Society"
   - Anticipating future challenges: global warming, aging population and service demands, deficit spending
   - Managing in times of fear, wars, uncertainty
   - Considering new organizational theories and models for delivering public services; anticipating the impact of genome research and cloning
   - Assuring data security in the information age

5. Skills and Tools for Effective Public Service
   - Implementing and reporting on performance management
   - Employing GASB’s new reporting criteria
   - Outsourcing and contract management
   - Using global positioning systems, geographic information systems and remote sensing to enhance the delivery of public services
   - Employing e-government and e-commerce in the public sector
   - Enhancing cultural competence
   - Acquiring the skills for navigating the practitioner mine fields
   - Utilizing virtual organizations

6. Transforming Health Care, Education and Human Services
   - Public hospitals and the uninsured
   - Social costs of the uninsured
   - Health care workers as front-line officials in the war on terrorism
   - The costs and benefits of mass vaccination
   - Social services in the new economy

7. Demographics, Human Capital, and Workforce Development in Public Service
   - Talent management

8. Immigration and Homeland Security
   - Border and immigration policy
   - Rights and privileges of immigrant workers
   - Managing domestic security
   - Emergency management and homeland security
   - Coordinating intergovernmental and multi-agency operations in homeland security
   - Utilizing incident command systems for managing disasters
   - Human security and disaster management

   - The influence of science and technology on the transformation of public administration
   - Biogenetics, space tourism and public service
   - Commercialization of outer space and public administration

10. Federalism, Intergovernmental Relations and New Service Delivery Systems
    - Multi-sector provision of public service
    - Challenges and possibilities for urban and regional governance
    - Transnational public service
    - Infrastructure, housing, and public works
    - Re-examining urban governance
    - Achieving sustainable regions
    - Considering parliamentary models for urban governance
    - Designing and implementing homeland security initiatives at the state and local level
    - Addressing new models for federal-state-local partnerships
    - Transformation of governance

11. The Environment, Globalization, Transformation of Governance
    - Managing for sustainable results
    - Developing and sustaining eco-tourism
    - Preventing natural disasters in national forests and parklands
    - Evaluating the Endangered Species Act
    - Global warming and public administration
    - Parks and the quest for energy resources
    - Smart growth, brownfields and sustainable development
    - Managing treaties and other international agreements
    - Managing international organizations
    - Creating incentives for international partnerships
    - Comparing national initiatives for enhancing performance
    - Considering the implications of international partnering for federal, state and local authority and programs

12. Finance, Budgeting, Accountability, and Performance
    - Determining the true cost of public services
    - Developing alternative support structures for government activities
    - Reconsidering the "essential public service"
    - Developing revenue bases to match emerging service needs
    - Integrating budget decisions with performance and evaluation information

13. Organizational Design and Development
    - Action research
    - Appreciative inquiry
    - Emerging issues in public organizations

PLEASE NOTE: All proposals must be submitted online. Please go to the ASPA website: www.aspanet.org/ScriptContent/index_aspaconference.cfm for information on how to submit proposals. Deadline is July 16, 2007. Diversity will be a priority in forming panels. Diversity refers to ethnicity, career age, student status, geography, practitioner and academic status.
Greater Birmingham Chapter Names Bill Foisy Administrator of the Year

Birmingham, AL—The Greater Birmingham Chapter, American Society of Public Administration has named William R. “Bill” Foisy as the 2007 recipient of the Administrator of the Year award. Each year ASPA selects a deserving public administrator for special recognition based on their contributions to the community, their organization, and to the principles of public service.

Bill Foisy is Director of Transportation Planning for the Regional Planning Commission (RPC) of Greater Birmingham and is responsible for working with local elected officials in Blount, Chilton, Jefferson, St. Clair, Shelby and Walker Counties concerning the planning, programming and coordination of federal highway and transit investments under the Federal Highway Administration, the Federal Transit Administration and the Environmental Protection Agency. He also directs the community planning program at the RPC that provides comprehensive land use and planning services to local communities in the six-county Birmingham region.

He did his undergraduate work in business at the University of Georgia and graduate work in urban and regional planning at the University of Tennessee. He is a member of the Alabama and American Planning Associations, the Institute of Transportation Engineers, the American Public Transportation Association and the Community Transportation Association of America. Locally, he has served as a long-time board member of the Traveler’s Aid Society, the YMBC Civic Forum, the Horizon 280 Association and the Ruffner Mountain Nature Center.

In nominating Bill, Ray Morris, director of BRPC Operations stated “Bill has been an asset to BRPC for years but never more so than when he was recently appointed Acting Director. Bill’s leadership brought stability and survival to the organization.” Current ASPA President Dr. Donna Handley, UAB Department of Government noted that “Mr. Foisy’s leadership was instrumental in saving a vital piece to regional planning and direction. This coupled with his many years serving the Greater Birmingham community prove that he is worthy of the distinction of being the 2007 Administrator of the Year.”

The award was presented at the 30th Annual Meeting of the Greater Birmingham Chapter, ASPA, Friday, April 27, 2007, at Vulcan Park. ASPA president Harvey White was the keynote speaker. Prior Administrators of the year include: Richard Arrington, Suzanne Durham, Frank Martin, Robert Boradus IV, Ed LaMonte, Elise Penfield, Chris Retan, Al Rohling, Pat Hoban-Moore, Carole Samuelson, James Fenstermaker, Karen McGhee, Birmingham Airport Authority Management Team, Vernon Morgan, David Krider, James E. Bridges, Jr., Zbaleh McCuller, Harry Brown, Margie Curry, Sam Gaston, Larry Watts, Gary Edwards, Jack C. Collar, and Jeff McGee.

For more information, call Donna Handley, UAB Department of Government, 205.934.8417

Nebraska Chapter and Governor Sign Proclamation to Celebrate Public Service Recognition Week

The Nebraska Chapter of ASPA organized a Governor’s Proclamation ceremony with Nebraskan Governor Dave Heineman. The ceremony was held at the State Capitol on April 18th. Governor Heineman proclaimed May 7-13, 2007, as Public Service Recognition Week in Nebraska. The School of Public Administration at the University of Nebraska-Omaha co-sponsored the event.

RESEARCH AND INFORMATION RESOURCES FOR PUBLIC ADMINISTRATION

A compendium of information and research resources in public administration and public affairs, including “Bibliographies,” “Case Studies,” “Dictionaries,” “Directories of Government Agencies,” “Encyclopedias,” “Funding Sources,” “Government Documents,” “Handbooks of Public Administration and Public Affairs,” “Indexing and Abstracting Services,” “Job and Career Assistance,” “Journals,” “Textbooks,” “Website Portals,” and “Writing Assistance.” Users can easily identify and locate relevant information online or in a library with detailed annotations and hyperlink.

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GOVERNMENT POSITIONS

City Manager
Oberlin, OH (8,300)

Salary negotiable DOQ/E. Current $85,000 + benefits. ICMA recognized. Three managers since 1989. Seven member council elected at-large. Council appoints city manager, city clerk, finance director, law director, all boards and commissions.

Oberlin is a full-service growing community strategically located 40 miles southwest of Cleveland; known for the racial, educational and economic diversity of its residents; home of Oberlin College; the city provides an unmatched historical heritage and cultural ambiance. An all funds budget of $20m: 100 FTEs , 25 part-time firefighters, and 25 + additional part-time, seasonal workers.

The city manager appoints heads of departments of police, fire, planning & development, public works, and water, sewer, refuse, electric utilities. The City also has a full-time City Engineer and Economic Development/Housing Director. Administrative leadership priorities and challenges are in business, economic and community development; effective communication with diverse citizenry, town/gown relations with Oberlin College, regional compacts; and maintenance of the city’s financial stability, its facilities and infrastructure.

Require bachelor’s degree and five years senior level local government experience; prefer master’s degree in public administration/related field. Full profile available at www.cityofoberlin.com.

Resume and cover letter to Sy Murray, Joshua Kim Associates, by May 21, 2007 to symurray2@yahoo.com, or 11470 Euclid Avenue, #192, Cleveland, OH 44106. Materials may be subject to disclosure under Ohio Law. EOE. Minorities and women encouraged to apply.

PA TIMES wants your stories.
To submit chapter or section best practices, awards dinner briefs, best leaders or other ideas, contact cjewett@aspanet.org

Looking for a job in public service?

www.PublicServicCareers.org
May 2007

11 Florida ASPA Conference
Location: St. Petersburg College, Seminole Campus
Theme: "Promoting Public Service Excellence in Florida"
More Info.: www.aspaonline.org/southfla/

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

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

June

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

11-14 Linking Performance Measures to the Budget in Government Conferences: How to Implement A Performance-Based Budgeting System to Drive Results
Location: Washington, DC
Contact: melissa@aliconferences.com

September

14-15 Public Administration Research and Education in China Today
Location: Shanghai, P.R. China
Contact: Evan Berman, berman@lsu.edu

26-29 2007 SECoPA Conference
"Sound Innovations in Public Administration: Setting the Tone for the Future"
Location: Nashville, Tennessee

October

11-13 2007 NASPAA Annual Conference
Location: The Westin Seattle Hotel, Seattle, WA
More Info.: www.naspaa.org

November

8-10 29th Annual APPAM Research Conference: What Else Shapes Public Policy Analysis and Management?
Location: Washington Marriott Hotel and Embassy Suites Hotel, Washington, DC

CONFERENCE CALENDAR

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

AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION
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ASPA’s 69th Annual Conference
Dallas, TX • March 7-11, 2008

Transformational Public Administration:
A Call for Public Service

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