Federal Employee Commitment to Public Service Remains Strong

Washington, DC—Dan Blair, acting director of the U.S. Office of Personnel Management, recently released the results of the comprehensive “2004 Federal Human Capital Survey,” which OPM conducted to gauge the perceptions of federal employees on issues related to the civilian workforce. Commenting on the survey Blair stated, “We are proud to report that our employees’ commitment to the mission of Working for America is as strong as ever. Ninety one percent of federal employees believe the work they do is important. This proves our employees are dedicated to providing the services this nation wants and deserves.”

Nearly 150,000 employees responded to the 88-question survey that asked for employees’ views on leadership quality, performance culture and talent capacity within the federal workforce. There was a 54 percent response rate to the survey. This is the second Federal Human Capital Survey OPM has conducted on the workforce. Along with the data from the 2002 survey, this is a tool OPM can use to monitor human capital management results, focus on key human capital management systems and develop common metrics. The information will be provided to individual agencies and support agency-specific analysis and application of results.

Blair said, “There is a strong perception that...”

IACF: Homeland Security Fails State, Tribal, Local Officials

International Association of Chiefs of Police Report Identifies Keys to Successful Homeland Security Strategy

Alexandria, VA—The nation’s current homeland security strategy, by failing to sufficiently incorporate the advice, expertise or consent of state, tribal and local public safety organizations, is fundamentally flawed, according to a new report released by the International Association of Chiefs of Police (IACP).

The report, titled “From Hometown Security to Homeland Security: IACP’s Principles For A Locally Designed and Nationally Coordinated Homeland Security Strategy,” identifies five principles that are key to developing a successful homeland security strategy and protecting our communities.
OPM Survey Finds Majority of Federal Employees Believe They Do Important Work

From FEDERAL EMPLOYEES, pg. 1

excellent performance is not properly recognized and that action is not taken against poor performers. And employees answering the survey said federal agencies have more work to do to increase employees’ confidence in the leadership they receive."

The survey demonstrates that federal employees continue to be committed to working for America.

- Ninety-one percent of federal employees believe they do important work.
- Seventy-one percent get a sense of personal accomplishment from their work.
- Seventy-one percent of employees said they are not considering leaving their organization within the next year.
- Sixty-four percent of federal workers would recommend their organization as a good place to work, an increase of 4 percentage points from 2002.

Federal employees do not believe high performance is properly recognized nor are steps taken to deal with poor performers.

- Only about one-fourth of employees say steps are taken to deal with poor performers.
- Forty-three percent believe high performing employees are recognized or rewarded on a timely basis.
- Although nearly 80 percent of employees say they are held accountable for results, less than a third of federal employees see differences in performance being recognized in a meaningful way.
- Only 42 percent say awards depend on how well employees perform their jobs.

Tracking consistently with the results of the 2002 Federal Human Capital Survey and other survey data, federal employees believe that the federal government offers a good benefits package.

- Almost 90 percent of employees are satisfied with paid vacation time and sick leave.
- A clear majority of employees are satisfied with health benefits and life insurance programs; satisfaction with both increased 6 percentage points since 2002.
- About half of employees are satisfied with their alternative work schedules.
- About one-third of employees are satisfied with long term care insurance, which is a relatively new benefit program and showed the largest improvement (12 percentage points) of any survey question since 2002.

The Federal Human Capital Survey can be found at the OPM website at www.fhcs2004.opm.gov.

Police Chiefs Publish Report on Homeland Security

From HOMELAND SECURITY, pg. 1

“While terrorist acts have national and even international repercussions, these crimes are inherently local and require a swift response from state and local law enforcement agencies,” said Joseph Estey, chief of the Hartford, VT, Police Department and president of IACP. “Any national homeland security strategy must be developed in a local context, acknowledging that local, not federal, authorities have the primary responsibility for preventing, responding and recovering from terrorist attacks; Prevention, not just response and recovery, must be paramount in any national, state or local security strategy. For too long, federal strategies have minimized the importance of prevention, instead focusing on response and recovery; Because of their daily efforts to combat crime and violence in their communities, state and local law enforcement officers are uniquely situated to identify, investigate and apprehend suspected terrorists; Homeland security strategies must be coordinated nationally, not federally; A truly successful national strategy must recognize, embrace and value the vast diversity among state, tribal and local law enforcement and public safety agencies. A “one size fits all” approach will fail to secure our homeland.


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Increasingly, people searching for employment are turning to the Internet for information. As a tool to assist in recruiting qualified and diverse applicants for state government jobs, state websites fall well short of their potential. In an environment of increasing diversity within the U.S. population, intensifying competition for the best and the brightest, and rapidly growing reliance on the Internet as a job search tool, state websites have the potential to be a useful and important recruitment device. An examination of state websites in April 2004 revealed that most states do not take advantage of that opportunity.

“Job surfers” use websites as a means not only to determine whether and where appropriate vacancies exist, but also to make their initial assessments of prospective employers. Among the many first impressions that a potential applicant may get from a website is some sense of how much that employer values diversity. This may be a particularly important consideration for members of underrepresented groups. States concerned about attracting a diverse pool of qualified applicants may need to examine their websites to determine what messages about diversity are likely to be perceived by those who visit the site. Boilerplate statements that identify the state as an “EOO Employer” or which assert a “commitment to diversity” are not convincing evidence of commitment to diversity. While the absence of such statements may be perceived as of a lack of commitment, the mere presence of such a statement may be insufficient to attract applicants from diverse backgrounds. As such, we examined state websites to determine the extent to which they contained messages about diversity that went beyond these standard statements.

Many states list their job openings with online commercial services, however their own websites are an important source of information for prospective candidates. Job surfers include individuals who are already living in the state but are looking for a job or job change, those who are planning to move to the state but have not yet found employment, or those who are still considering where to locate and who will base their decision, at least in part, on employment prospects. These individuals may know they want to work for state government; they may be looking for public sector work but not limiting themselves to the state level or to any particular state, or they may be comparing state government prospects to other public and private sector opportunities.

The first stop for job surfers who have some interest in state government employment may well be a state’s homepage and, from there, a list of job openings. Those who locate announcements which match their interests and qualifications and those who have a particular interest in a state may seek more information from the website of a state’s personnel or human resources department. The brief overview of the diversity messages found on these two components of state websites presented below is insightful.

**Diversity Messages in Online State Government Job Listings**

All 50 states provide job vacancy information on their websites, however very few present persuasive messages about commitment to diversity. The vast majority of states (44) provide access to job listings from the homepage with a link labeled “Jobs,” “Employment,” or “Working in [state name].” The remaining six states force a job surfer to work a little harder to locate the job listings within links that are labeled “Resident,” “Citizens,” “Citizen Services,” or “Moving to [state name].”

Whether state government job listings are accessed through a link on the state’s homepage or through a more obscure route, once accessed these sites do very little to portray the state as an employer who values diversity or to encourage minority applicants to pursue employment with the state. Only 15 states (30 percent) present online job listing sites which contain any messages related to diversity, and five of those are simply statements of compliance with nondiscrimination laws. Of the 10 that go beyond indicating that the state is an equal employment opportunity employer, most do so with a visual image portraying a diverse and happy group of employees. Only two states, Kansas and Oklahoma, include more substantive diversity messages on their initial job listing websites. The job listing website for the state of Kansas ([http://da.state.ks.us/ps/aas/recruitment/default.html](http://da.state.ks.us/ps/aas/recruitment/default.html)) provides a link to the state’s Diversity Network website which, in turn, includes strong statements of support from the governor. Oklahoma’s job listing website ([http://www.ok.gov/1350/346360/](http://www.ok.gov/1350/346360/)) provides a link to the state’s Targeted Minority Recruitment Program as well as sites designed to assist employees with disabilities. The overwhelming majority of states do not include any diversity messages on their job listing website.

**Diversity Messages in State Government Human Resource Websites**

Another website a prospective applicant may look to for information on a state is that of the state’s human resources or personnel agency. Locating the website for these state agencies proves to be a bit more challenging than finding the job listings, but it is also a more productive endeavor from the perspective of someone interested in a state’s commitment to diversity.

The variation in organizational arrangements and labels across the states makes locating the personnel agency somewhat difficult. Among the 50 states, 18 use the term Personnel in the title of a stand-alone organizational unit, nine use the label Human Resources, 12 locate the personnel or human resources functions within an Administration or Management Services unit, seven position those functions within a Finance, Budget or Audit agency, two use the label Civil Service and two call the unit Employee Relations.

Although these state agency websites are more difficult to locate than the job listings, they provide more frequent and more convincing diversity messages. Diversity messages on these websites appeared in three basic forms. The state’s commitment to diversity was included in the agency’s mission or vision statement, presented elsewhere on the website as an important agency value or priority and/or portrayed through visual images similar to those found on the job search sites. In 36 states, the personnel agency websites present their mission or vision, although only six states include this information on the agency’s homepage. Of the 36 state personnel mission statements accessible online, 12 include explicit references to diversity. An additional eight states make reference to valuing diversity and having a commitment to diversifying the state workforce elsewhere on the agency website.

A small number of states stand out for the diversity messages portrayed on the websites of their personnel agencies and may serve as benchmarks for other states. The websites of personnel agencies in the states of Connecticut, Delaware, Indiana, New York, North Carolina, Oklahoma, Pennsylvania and Washington stand out among their peers. They achieve this distinction because they position the promoting diversity message as a core value and state it as “a goal” or “a fundamental value” or in other similar ways. They do this through a variety of means.

- **Connecticut’s** human resources unit is located with the Department of Administrative Services ([http://www.das.state.ct.us/Home/about_das.aspx](http://www.das.state.ct.us/Home/about_das.aspx)) which asserts a “commitment to valuing differences and respecting the well-being and dignity of each person” among its core values.
- **The Delaware State Personnel Office** ([http://www.delawarepersonnel.com/](http://www.delawarepersonnel.com/)) includes a link to the EEO and Diversity Group whose mission is “to Actively Strive for a Workforce that Reflects the Diversity of the State’s Population and Labor Market, Demonstrating Sensitivity to the Differing Needs and Increasing Cultural Variety Among State Employees.”
- **Indiana’s** State Personnel Department ([http://www.in.gov/jobs/about/](http://www.in.gov/jobs/about/)) places “retaining a dynamic and diversified workforce” as a central tenant of their vision.
- **The websites of New York’s Department of Civil Service** ([http://www.cs.state.ny.us/pio/mission.htm](http://www.cs.state.ny.us/pio/mission.htm)) and North Carolina’s Office of State Personnel ([http://www.osp.state.nc.us/aboutUs/index.htm](http://www.osp.state.nc.us/aboutUs/index.htm)) each include diversity in the agency mission statement and present a strong visual image of diversity.
- **Oklahoma’s Office of Personnel Management** ([http://www.opm.state.ok.us/html/about_opm.htm](http://www.opm.state.ok.us/html/about_opm.htm)) lists diversity in its core values and states “[w]e value the ideas, backgrounds, experiences, and talents of each employee of [OPM]. We respect each other. We are committed to ensuring that Oklahoma’s state government workforce reflects the diversity of its citizenry.”
- **The mission of Pennsylvania’s Office of Human and Management** ([http://www.hrm.state.pa.us/ohrm/cswp/view.asp?c=1294q=191670](http://www.hrm.state.pa.us/ohrm/cswp/view.asp?c=1294q=191670)) is “to assure a highly performing, diverse and inclusive workforce that excels in serving…” and the agency’s Strategic Plan lists seven objectives related to the goal of valuing and managing a diverse workforce.
Diversity in public administration perseveres as a change agent in the new public administration. Higher education also has diversity on its agenda and workforce needs offer common ground between the government and education sectors. The Hudson Report’s “Workforce 2000” catapults diversity onto the government agenda. Literature on public management now includes diversity, productivity, customer service, performance, quality, teamwork and empowerment. This language has created a new public management as a paradigm shift.

In the wake of an unprecedented push for diversity, what do we do? We form partnerships with governments and higher education institutions. We call attention to the importance of a diverse public administration and remain accountable to mutual learning. We issue service learning opportunities, bring professors to the world of practice and practitioners to teach public administration. Words like andragogy, experiential learning, transformational learning, action learning and situational learning all contribute to the learning organization. They are relevant to learning that takes place in the public sector and part of the production of a learning work organization.

The links between the varied learning processes for adults offer a reflective contribution to the public organization. Ultimately, diverse academic experiences lead to enhanced citizen engagement, increased probability of racial or cultural engagement, and less difficulty achieving compatibility with differences.

What sort of revising or reorienting is necessary to adapt to this new management paradigm? What values and personal commitments do public managers hold? What partnerships can support change? What are the definitions of diversity and inclusion?

Working students are in sync with the new public administration’s commitment to lifelong public education and education. Higher education, and more specifically public administration programs, augment competencies of lower level public employees. Women and minorities still encounter issues that relate to pay equity, glass ceilings, glass walls and group competition for jobs, especially in the government sector.

Without a representative bureaucracy, government has a protracted diversity problem. Formal education is a way to overcome persistent barriers, to develop skills to ably negotiate differences related to gender, race, culture, context or other needs related to difference.

The revolving door between students and workers stresses a movement that drives government to also become a learning organization. The percent of adults seeking college degrees has more than doubled from 1973 to the present. Adults represent more than 45 percent of all students currently enrolled in college. They are defined as those over 25 and characterized as working, having a family or serving as the head of their household. This rise in adult enrollments calls for a reflection of the mission and teaching methods of public administration programs.

In search of a guide post, a review of articles in the Public Administration Review from 1973 to the present shows that the field has given little attention to adults going to school. The title of one of the 1973 symposium papers is “Give a Damn About Continuing Adult Education in Public Administration.” Even though the adult education boom has already impacted public administration programs, there has been little written on it since 1973. This return to us the question of commitments. What commitments do teachers of public administration bring to the classroom? Is diversity part of this picture?

When schools like Harvard University invest 50 million dollars to attract, mentor and support its faculty and workload, it is clear that a mission statement does not necessarily mean inclusion, representativeness or empowerment. The issue is not just about achieving a diverse faculty and student body but also about mentoring, supporting and training. Harvard’s investment searches for a change process to reorient the university culture and create awareness over the facets of diversity, namely having it, managing it and valuing difference.

How has teaching changed to value diversity? How is it used as a resource? How do the values and vision of strategic plans reveal levels of commitment to diversity. This holds true in both the teaching and practice of public administration.

Barry University is of particular significance because U.S. News and World Report noted it as having one of the most diverse student bodies in the country. The following mission statement comes from the university’s school for adult continuing education. Its mission (1) is to provide adult students with undergraduate/graduate credit, noncredit and certificate programs which recognize the educational needs of the adult learner and promote life long learning; (2) The school seeks to attract a diverse student body and to show a caring attitude toward each student regardless of individual backgrounds; (3) Recognizing the breadth of experiences of adults, course offerings afford opportunities for further exploration of truth…

Barry’s bachelors in public administration (BPA) claims graduates that hold titles such as city manager, county administrator, assistant city manager, police chief, fire chief and emergency medical doctor. In addition, the adjuncts who teach in the program have credentials, such as city managers, city attorney, police chiefs, city planners and faculty from other governmental sectors. Of special significance is that demand has been so great, that Barry will be offering an MPA. This is an out growth to demand. Today the BPA may be the largest among both traditional and nontraditional undergraduate programs, now serving 330 majors.

Public administration programs are significant but so are schools of adult and continuing education. More and more schools across the country are developing joint bachelors/masters programs in public administration. Many others are linking their programs to adult education programs. What positions schools of professional studies is not necessarily the school, prestige or marketing but a specialization in learning environments geared to adults and a commitment to diversity.

The academic term for adult learning approaches is andragogy. While practitioners may resist the term as academic jargon, it is worthwhile to unpack the term. First, andragogy sees diversity as strength and offers an inclusive approach to teaching. Second, it values experiences, backgrounds, value orientations and other differences that relate to race, gender or national origin. Third, it promotes the learning organization, life long learning, experiential learning and active learning. A key assumption is that every person who comes to learn also has something to contribute. The distinction is that adult education represents efforts to widen opportunities in higher education and approach learning as a mutual exchange.

The classroom offers lessons on inclusive learning environments. When learning activities reflect the diversity of those present in the classroom, multiple levels of learning occur. Perspectives related to gender, ethnicity, class, age, sexuality and other physical attributes mark the intersection of where people live and work and what they aspire to be. This kind of learning comes from doing case studies, role playing or other learning exchanges. The adult students give these concepts meaning.

The concept of experiential learning engages adult students in a process that connects formal and informal learning through a narrative reflection. Formalized experiential learning links the past, present and future to demonstrate a form of learning and how learning changes through a grounded research done by Judy Brown shows that student’s ability to note their accomplishments is a process of empowerment. One student states: “I think I have always had a systematic way of doing things that I never put a value on until I had to sit down, reflect on it and systematically go through it.”

The portfolio process is an example of transformational learning. Another student...
Recruitment Commentary

Real Estate and Recruitment: Washington, DC’s Ticking Timebomb

David Dickinson

The Washington, DC, metropolitan area has, like other parts of the county, seen unprecedented real estate appreciation in the past few years. Two Washington Post articles in the past three months quantify the appreciation of suburban homes at 70-80 percent over the last three years for Maryland and Virginia. Housing costs are so high that some people commute from West Virginia, and now even Pennsylvania, to their Washington jobs. While many homeowners are delighted with their newfound equity, there is a downside to the skyrocketing cost of living that goes beyond sizable property tax increases.

We are well aware of the impending baby boomer retirement crisis that the federal government faces. Articles in the PA TIMES and other public administration journals have been chronicling the steady advancement of thegraying federal workforce and debating what to do. It logically follows that the federal government will need to recruit large numbers in the next decade or two in order to fill the void. Many of these new recruits will work in the Washington, DC, area for some or most of their career.

I have one question: how will they afford to live here? My home county of Fairfax, a DC suburb, now has a million people. The average home sale is $1,000,000 a year. The average rent is $1,300 per month. For new townhouses, the median sales price is $410,008. The 2004 median sales price for condominiums is $317,595.

According to a report titled “Economic Analysis and Initial Revitalization Concepts for Lake Anne Village Center” prepared for the Office of Revitalization in the Fairfax County Department of Housing and Community Development in March 2005, “Washington, DC, is increasingly becoming a very expensive place to live. According to the ACCRA Cost of Living Index, the Washington, DC, metropolitan region ranked 5th most expensive among major metro areas during the second quarter of 2004. In terms of housing costs, the National Association of Realtors reports that the DC-MD-VA region had a median sales price of $364,200 for existing single family homes as of the third quarter of 2004, an increase of more than 22 percent from the second quarter 2004 average of $352,400. This is nearly double the U.S. median sales price.”

Some people say that when interest rates rise, prices will level off. Maybe they will, and maybe they won’t. As I watch the hyper-competitive Washington crowd opting to stretch their housing dollar with unbonded financial packages (i.e. interest only ARMs and partial-interest payment mortgages), I have a growing sense of dread that the prices will continue to rise as buyers stretch their credit to the point where they will never own the house and continually “rent” their homes from the bank. Basic economics tell us that a loose money supply leads to inflation which, in effect, is what is happening in the market.

In such an environment, how will the federal government attract new employees? It is a question for serious consideration and one that is not being addressed. The impending retirees love their newfound wealth and are only happy to encourage increasing sales prices, but this is going to have dramatic long-term effects on the federal workforce.

New couples coming to the area can’t even afford a townhome and condominiums are increasingly moving out of reach as the region generated 80,000 new jobs and has a very low unemployment rate. These people are vying for a small supply of homes and exacerbating rising housing prices.

There is a hidden phenomenon that will bloom shortly which will make the problem even more acute: early and mid-career federal careerists resigning. Opting to stay home with our children, my wife was a federal employee until February of this year. Many of our friends in the federal service and are also 30-somethings with small children. As this cohort has more children, or their children get older, the natural progression is to move from that first home (usually a townhome), to a larger single family home. But such homes are simply unaffordable, barring the creative financing lending institutions offer.

For this younger crowd, a topic of conversation is to “cash out.” That is, sell your home, and move to an area with a lower cost of living. In fact, some have. In a recent dinner conversation with a couple that did move out of Washington, the other couple were curious how their lives were playing out. That equity can be applied to a normal house with a normal yard and reasonable economic opportunities.

It is a very attractive option. It is even more attractive when you consider the traffic congestion, hyperactivity and lack of community that plague the Washington area. The bottom line question is “Is there a better place to live and raise a family?” For many, the answer will be yes.

Now, one may say that this is anecdotal conjecture. And it is. But the economics and human nature are there, and it indicates that the region’s biggest employer, the federal government, may lose more than its retirees. Houses and yards are not the typical conversations of public administrators, but employees are making their life choices on these factors. I suggest to public administrators around Washington that they begin to assess the local housing crunch and its effect on their organizations before they encounter both a retiring employee base and a cost of living so high that they are unable to attract new workers.

ASPA member David Dickinson is the proposal director for Dimension Data North America and will soon finish his MPA from George Mason University in Fairfax, VA.

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States Need to Look at Their Job Listing and Human Resource Websites with Diversity in Mind

From WEBSITES, pg. 3

• The state of Washington’s Department of Personnel (http://hr.dop.wa.gov/home.html) contains a visual image of diversity and within its Programs and Services provides a link to the state’s Workforce Diversity Program.

We found considerable variation in the amount of information available on state government websites and the extent to which the online information keeps pace with changes in actual circumstances—particularly the expanding use of the Internet as a means for finding out about state government employment.

An examination of the diversity messages found, and not found, on state job listing websites and state personnel agency websites is only one way to measure a state’s actual commitment to diversity. However, in this age of increasing reliance on technology as a primary source of information, the impression of a state that one gets from its website may be as important as the reality. States committed to diversifying their workforce may need to reexamine their websites, particularly their job listings and human resource agency websites, with that goal in mind.

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It’s more important to show you did your job than to actually do your job. This is the ironic consequence of various attempts in public administration to measure performance, results and outcomes. This is the same irony that created public relations problems for the Broward County (Florida) Sheriff’s Office. I, for one, would not point the finger at the sheriff for this failed accountability system (named POWERTRAC); rather, I would indict the various rationalistic evaluation methodologies that seem to have lodged themselves inside public institutions.

According to modern management theory, public administration can be improved by focusing on results. Hence, the managerial vocabulary of “performance budgeting,” “results-oriented management” and “outcomes measurement” dominate the textbooks and the classrooms where rational managerialism is taught.

Results-oriented government means that budgets and decisions are to be based on performance. Accordingly, the first administrative task is to develop performance indicators to measure outcomes. These indicators are intended to help legislators and managers focus on what results are to be expected from the funds allocated. The second task is to set target objectives so that progress toward them can be assessed. If the indicator measures, say, miles of highway laid, then the target objective specifies how many miles of highway should be laid with the designated allocation of funds. It all seems so rational.

But “miles of highway” indicates nothing about the quality of the road or the slope of the terrain. Measuring “benefit” is even more difficult when benefits are not as tangible as concrete and asphalt. Programs designed to advance health, public safety, education, community aesthetics or full employment yield outcomes that are sometimes impossible to measure in a reliable, valid and cost-effective way. Hence, “performance measures” that do not quite measure what they are supposed to measure are developed by quiescent public servants and program analysts.

Rather than taking stock of the performance and accomplishments of the agency, outcomes measurement and results-oriented management schemes—using tools like POWERTRAC—can seriously distort the decision making process. Indicators and outcomes are sometimes intentionally distorted to serve the demands of the higher-ups who must somehow counter the belief that “their” programs or operations are not efficient or are not producing the intended benefits, which could not be accurately measured in the first place. It becomes a show. Reports that show magnificent results appear quite impressive, but such reports corrupt the meaning of the term results.

Government performance was supposed to have become transparent and straightforward instead, the ambiguity has spread; now the words themselves—performance, results and outcomes—have become ambiguous. The benefit derived from the public expenditure is more uncertain than before.

I do not know how many millions, or perhaps billions, of dollars in expenditures have been justified nationwide in terms of bogus performance indicators. Yet the charade continues with or without the hype of scandal, with hapless bureaucrats blithely going through the motions of performance budgeting, program assessment and outcome evaluation as commanded by their overseers who need to show that they are holding government accountable. This exercise in accountability is worked out by well meaning rationalists from academia who wrote the managerial prescriptions in the first place. And they then become morally indignant when the game does not play out as they imagined.

But performance has nothing to do with the scores on the indicators. Government employees who work with these now-mutated symbols know what performance would mean in practice, but they cannot utter their demur (until the prosecutor’s office asks them to do so under oath). The system requires their subordination and quiescence. Their report-writing is as meaningless as the symbols that describe it, but the image of accountability and performance is preserved. We, the rest of us, now suspect that variables such as “decreased crime rate” conceals the absence of any such thing.

Before it became known as a scandal, the POWERTRAC system was used by the sheriff’s office in a way that would please any rigorous, modern management analyst or program evaluator. There were regular accountability sessions during which crime statistics were discussed and sometimes areas for improvements were pinpointed. This modern management style seemed to be working well—too well as it turned out. The Broward Sheriff’s Office (BSO) was solving 45 percent of property crimes, compared to 18 percent nationwide. These incredible results were just that—lacking in credibility. Doubts arose.

As has been well reported in the newspapers of South Florida, it got to the point where an inordinate number of crimes were cleared by exception (meaning that...
EEOC Chair Unveils Plan to Enhance Agency Presence

Organization Says Repositioning will Deliver Better Service to Public; No Jobs will be Lost; New Offices to Open

Washington, DC—Cari M. Dominguez, chair of the U.S. Equal Employment Opportunity Commission (EEOC), today unveiled a proposal designed to reposition the Commission’s field structure to enhance the agency’s enforcement presence and delivery of services; improve the efficiency of its operations; and reduce or eliminate costs. Under the plan, two new offices will be opened. Chair Dominguez has called a May 16 Commission Meeting to deliberate and vote on the measure.

“Given the shifting demographics, changing business environment, explosive technological advancements, and budgetary considerations of our times, this plan will recast the Commission in a stronger and more viable position to carry out its mission,” Dominguez said. “The proposal continues to advance the President’s expectations—of every executive-branch agency—to run a well managed, highly efficient, customer-centered, and results-driven organization.”

The Commission has been engaged in a comprehensive review of its organizational structure and operations for the past three years. The proposal announced today is the second of three repositioning efforts. The first involved establishing a National Contact Center, on a pilot basis, as the agency strives to better serve members of the public. The third phase will involve a more streamlined Washington headquarters, with well-defined lines of responsibilities and clarification of roles.

The proposal announced in May will:
• Enhance EEOC’s enforcement presence: All current EEOC offices will remain open and, recognizing demographic and workload shifts, additional offices will be opened in Las Vegas, Nevada, and Mobile, Alabama.
• Protect EEOC jobs: The proposal is designed to ensure that no EEOC employee will lose a job and there will be no reduction in force.
• Effect long-term cost reductions to position EEOC to invest in programs: Once the repositioning is fully implemented, it is anticipated that there will be several million dollars in cost savings.
• Redeploy resources to line positions for better customer service: By reducing layers of management and other staff redundancies, overhead expenses will be lowered and EEOC’s management structure will be flattened, especially in cities where the workload does not justify a larger field office any longer, so that there will be an agency-wide ratio of one first-line supervisor for every ten employees.
• Reduce the span of control that Headquarters office directors have in relationship to the field thus ensuring more direct communications: The proposal reduces by more than a third (from 25 to 16) the number of field office directors reporting to the Headquarters office; a similar reduction to 15 field reporting units will be realized for the General Counsel.
• Expand jurisdictional responsibilities for District Directors and Regional Attorneys: District Directors and Regional Attorneys will be responsible for larger geographic areas, larger workloads, and will exercise greater leadership that is commensurate with their executive rank.
• Enhance consistency and uniformity among district offices: The reduced span of control by headquarters and the increased span of control by field directors will ensure more consistency in EEOC’s operations. Customers will be given the same high level of service in all EEOC offices.


Further information about the Commission is available online at www.eeoc.gov.

Reality Has Slipped Away

From PERFORMANCE, pg. 6

no arrest had been made). Others at BSO avoided the suspicious “cleared by exception” category, but the point was always “show”–to show that you were doing your job. One deputy blamed five crimes on an individual who could not possibly have been suspected of committing the crimes. But clearing five cases with one small deception must have seemed quite efficient at the time! Another deputy recalled during testimony how auto thefts were downgraded to burglaries and burglaries to vandalism–hence creating a more pleasing show for POWERTRAC information.

Before the condemnations of BSO reach too high a pitch, it is well to remember that POWERTRAC is an exemplar of the modern management genre. It is a crime statistics system, with a tool that tracks clearance rates of crimes for the purpose of outcome evaluation. The problem is that the well-intended aspiration for empirical, scientific evidence–so that rational decisions and improved management can take place–generates its own irrationality. The irony is that aspirations for good, empirically provable results can lead to bad results. This is not a particularly rare irony.

Consider, too, the cheating scandal in the Houston Independent School District (HISD). Scores on reading and math tests led to investigations that demonstrated the teachers themselves helped students cheat on tests in order to “show” what a great job they were doing. And indeed, Wesley Elementary was featured on the Oprah Winfrey Show and recognized by

President Bush for its apparent improvements. The “Wesley way” of test-taking was to have teachers walk among the students during a test and stop next to those who had marked a wrong answer, staying there until they got it right. In another school, students were allowed to use this year’s test (rather than last year’s test) as a study guide for this year’s test. Meanwhile, at Kashmere Gardens Elementary in HISD, the percentage of fourth graders who passed the reading and math portions of the standardized exam dropped from 100 percent to 17 percent in one year, once the cheating had been discovered and the principal reprimanded.

The Greater Alabama Council of the Boy Scouts also has experienced debased performance reporting. By overstating membership, the group possibly received increased funding from organizations such as the United Way, according to National Public Radio (Feb. 14, 2005).

The scandal in all of this is that reality has slipped away from the representation of it. Reality, it turns out, is exceedingly difficult to represent in statistical reports. Instead, the drive for empirical evidence mostly generates pressure for a good show amidst the atmospherics of accountability. Image is the essence; the new reality.

ASPA member Hugh T. Miller is professor of public administration and director of the School of Public Administration at Florida Atlantic University. He is the author of Postmodern Public Policy and editor, with Peter Bogason and Sandra Kensen, of Tampering with Tradition: The Unrealized Authority of Democratic Agency. E-mail: htmiller@fau.edu
Teaching Diversity in Adult Education

From PARTNERSHIPS, pg. 4 states: “I would like to continue to write. I mean, I enjoyed it. I wanted the person who sat down to read my portfolio…to know. Like his column, states: “I would like to continue to write. I mean, I enjoyed it. I wanted the person who sat down to read my portfolio…to know. Like his column, Public Administration with an Attitude brings together some of H. George Frederickson’s most penetrating and thought-provoking columns from the pages of PA TIMES. In the book, Frederickson takes on the issues facing today’s public administrators with the intellectual integrity that established him as a leader in the field. If there is something wrong or right with the way public policy is being administered, Frederickson lets you know. Like his column, Public Administration with an Attitude is easy to read and jargon-free, and, of course, it is often witty.

Students preparing for public service careers will benefit not only from the wisdom and insight in Public Administration with an Attitude, but from preserving the standards of the honor and dignity of public service. Practicing public servants will enjoy the rich use of examples, the telling of great public administration heroes and heroic moments. This book is a lot more interesting than a spreadsheet (…and more accurate)!”

Capability-Based Planning: Responding on Demand in a Post-September 11 World

A few weeks ago, a planner in a federal civilian agency posed an interesting dilemma to me: “My agency developed a goal-based strategic plan after a long, multi-stakeholder involvement process. But now that the plan is in place, the world has changed and our customers are asking us to focus on different priorities.” She said: “Our planning process seemed to be a waste. What did we do wrong?”

Disconnects like this—between plans and reality—are occurring more frequently because of a rapidly changing world. But there are some pioneers in dealing with this initial “shock” to the defense, law enforcement and emergency preparedness communities. They have developed a planning process that focuses on creating on-demand capabilities, not necessarily a plan focused on achieving a specific goal. So, just what is “capability-based planning,” where did it come from, how does it work and how do you decide when to use it.

What is Capability-Based Planning?

Capability-based planning has evolved over the past decade mainly in the defense and more recently in the homeland security worlds. According to Sharon Caudle, an expert on homeland security issues with the Government Accountability Office, the crafters of capability-based planning designed it as a “method for identifying the levels of capability needed to achieve the strategy,” that meets the “need to manage risk, set specific preparedness goals and priorities, make investment choices and evaluate preparedness results.” She says the crafters believed it provided the “ability to accomplish clearly-defined missions with uncertainty as a fundamental condition and efficient portfolio management as a necessary component.” It is comprised of three components:

A conceptual framework for planning in conditions of uncertainty by emphasizing a particular capability’s flexibility, robustness and adaptability.

An analytic portfolio framework that focuses on: (1) understanding capability needs, (2) assessing capability options, at the level of mission or operation and (3) allows choices among capability levels and capability options.

A solution framework that emphasizes use of building block approach, based on standard groupings or clusters of capabilities.

In the defense world, according to Caudle, capability-based planning is seen as a way to “create the right blend of plans, people, equipment and activities—capabilities”—with distinct abilities useful across a broad spectrum of challenges and circumstances against diverse foes.

Where Did It Come From?

Capability-based planning approaches have evolved over the past decade in the defense community and have been refined by a joint US-Canadian-Australian-New Zealand-Brish defense Technical Cooperation Program over the past few years. The events of 9/11 catapulted this approach to the forefront because it was specifically designed to conduct planning and make resource choices in a world of uncertainty, risk and constrained resources. Capability-based planning achieved prominence in the Defense Department’s 2001 Quadrennial Defense Review, which lays out the department’s strategy for the coming decade. In the Review’s foreword, Secretary Donald Rumsfeld said he wanted to “…shift the basis of defense planning from a ‘threat based’ model that has dominated thinking in the past, to a ‘capabilities-based’ model for the future.” He said this approach would allow Defense to focus more on how adversaries might fight rather than who the adversary is. This was the first major change in planning approaches since the program-planning-budget system was introduced by Secretary Robert McNamara in 1962. Previously, the Defense budget processes focused on stand-alone solutions such as “weapons platforms,” like the C-17 cargo jet—that were not part of a system of capabilities—such as the capacity to airlift troops and cargo, regardless of what type of aircraft is used.

Capability-based planning is also the underpinning for the planning process used by the Department of Homeland Security in developing a new national preparedness strategy. A 2003 Presidential Homeland Security Directive requires the Department to create a national preparedness goal, with priorities, targets and metrics. The Department is implementing this directive using the capability-based planning approach. This development process, still underway, is based on 15 different scenarios and includes state and local governments.

How Does It Work?

According to Caudle’s research on the development of capability-based planning, the process starts by identifying plausible futures that the country or an agency might

Defense Planners Key Elements of a Capability-Based Planning System

- Capabilities—the ability to achieve an effect to a standard under specified conditions.
- Tasks that comprise each capability—a task or activity derived from mission analysis, doctrine, SOPs, or concepts that may be assigned to an organization.
- Concept of Operations—an overall picture and broad flow of tasks within a plan by which a commander maps capabilities to effects, and effects to end-state for a specific scenario.
- Mission—the objectives and end-state to achieve, and tasks assigned to a specific plan.
- Capability effects achieving a desired end-state—change to a condition or behavior that defines achievement of the mission.
- Measures—quantitative or qualitative basis for describing the quality of task performance.


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Announcing...

a new publication from ASPA

Public Administration with an Attitude by H. George Frederickson

Available for adoption in Fall 2005 classes. To order your review copy, call 202-585-4313. Order now. Review copies are limited.

Public Administration with an Attitude brings together some of H. George Frederickson’s most penetrating and thought-provoking columns from the pages of PA TIMES. In the book, Frederickson takes on the issues facing today’s public administrators with the intellectual integrity that established him as a leader in the field. If there is something wrong or right with the way public policy is being administered, Frederickson lets you know. Like his column, Public Administration with an Attitude is easy to read and jargon-free, and, of course, it is often witty.

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INSIGHTS ON PERFORMANCE MANAGEMENT by JOHN KAMENSKY
U.S. Voter Turnout Up in 2004

Census Bureau Reports 64% of Citizens Over 18 Voted in Last Presidential Election

Sixty-four percent of U.S. citizens age 18 and over voted in the 2004 presidential election, up from 60 percent in 2000, the U.S. Census Bureau recently reported. Tables from a November survey also show that of 197 million citizens, 72 percent (142 million) reported they were registered to vote. Among those registered, 89 percent (126 million) said they voted. In the 2000 election, 70 percent of citizens were registered; and among them, 86 percent voted.

Other highlights from the “Voting and Registration in the Election of November 2004” online tables pertaining to the voting-age citizen population:

- In 2004, turnout rates for citizens were 67 percent for non-Hispanic whites, 60 percent for blacks, 44 percent for Asians and 47 percent for Hispanics (of any race). These rates were higher than the previous presidential election by 5 percentage points for non-Hispanic whites and 3 percentage points for blacks. By contrast, the voting rates for Asian and Hispanic citizens did not change. These data pertain to those who identified themselves as being of a single race.
- Minnesota had the highest citizen-voting rate at 79 percent, and North Dakota the highest citizen-registration rate at 89 percent.
- Citizens age 65 and older had the highest registration rate (79 percent) while those age 18 to 24 had the lowest (58 percent). The youngest group also had the lowest voting rate (47 percent), while those age 45 and older had the highest turnout (about 70 percent).
- Among citizens, turnout was higher for women (65 percent) than for men (62 percent). The turnout rate for people with a bachelor’s degree or higher (80 percent) was greater than the rate for people whose highest level of educational attainment was a high school diploma (56 percent).
- Seventy-three percent of veteran citizens cast ballots, compared with 63 percent of their nonveteran counterparts.

Voting rates in the online tables are calculated using the voting-age population, which includes citizens and noncitizens. The data are from the “November 2004 Voting and Registration Supplement” to the Current Population Survey (CPS). Statistics from surveys are subject to sampling and nonsampling error. The CPS estimate of overall turnout (125.7 million) differs from the “official” turnout, as reported by the Clerk of the House (122.3 million). For further information on the data and accuracy of the estimates, including standard errors and confidence intervals, go to http://www.census.gov/population/www/socdemo/voting.html.

Adapting Capability-based Planning Model May Help Ensure Planning Process Relevancy

From CAPABILITY-BASED PLANNING, pg. 8

face. These, in turn, are used to produce a set of possible scenarios—current, mid-term, long-term. For example, in Homeland Security, these might be a hurricane, or a terrorist attack against the food supply. These scenarios are then entered into an analytic framework that defines the specific capabilities that would be needed to respond to each of these scenarios. This framework would, in turn, be used to define operational challenges, options to address the challenges, the specific capabilities, a rating of risks and choices among options. Defense planners, according to Caudle, describe key elements in the approach, shown in the accompanying table.

According to Caudle, the major steps to take in implementing a capability-based planning effort include the following:

- Determine if the capability-based planning approach works in your agency’s context and build a business case with your agency leaders for the adoption of the capability-based planning approach.
- Work with agency leaders and stakeholders to set agency strategic policy goals and cascade them into operational documents.
- Ensure stakeholder and top leader ownership of the process.
- Focus on defining specific management decision-making processes.
- Include a risk assessment approach to determine investments.
- Define different planning horizons to stage the development of capabilities.
- Define specific mission-based scenarios to serve as the basis for planning.
- Craft capabilities and define standard categories of capabilities.
- Develop decision rules for the development of task and capability lists.
- Build in an evolutionary approach for implementation and incentives to institutionalize this approach.

When Should It Be Used?

There seem to be four conceptually different approaches to planning. Determining a choice among the approaches depends in large part on the context in which your agency operates and the scope and authority which it has to address an issue. These are:

- Mission-based approach: This approach measures progress toward its mission and acts as a method for allocating resources. It is the traditional approach, rooted in a formal goal-setting, measurement and assessment system. The Veterans Administration successfully uses this approach.
- Vision-based logic model approach: This approach describes a clear and compelling picture of the ideal organizational framework to achieving an outcome. This framework links various programs in a causal chain to achieve desired results. The Canadian human resource services agencies use this approach.
- Resource-based approach: based on the assumption that the effective use of resources should drive strategy development. Organizations that use this approach tend to focus on their organization’s capital assets. The strategy development process for these organizations emphasizes understanding what they have (physical and knowledge) and leveraging these assets. Agencies such as the Forest Service, Park Service and Public Housing tend to use this approach.
- Capability-based approach: This approach, as noted earlier, is founded on the belief that every organization possesses a unique set of capabilities and leveraging those capabilities defines its contribution to the mission. It identifies scenarios, long and short term possibilities and plans for them, using analysis and decision-making to achieve an affordable, acceptable level of risks.

Choosing among these approaches may be based, in part, on your beliefs as to what your organization stands for and how it fits in the broader world. In some cases, where that world is stable, the traditional mission-based approach may be the best fit.

But, if that broader world is increasingly unstable and driven by a need to choose among different levels of risk, adapting the capability-based planning model may help ensure your agency’s planning process stays relevant to the results expected by stakeholders and customers.

ASPA member John Kamensky is a senior fellow with the IBM Center for the Business of Government, where he recently co-edited “Managing for Results: 2005.” He is also an associate partner with the IBM Business Consulting Services. E-mail: john.kamensky@us.ibm.com.

For additional information, visit ASPA’s website for hotlinks to references cited in this PA TIMES article.
An Ethical Shipwreck on Our Shores ...What's to be Done?  

Dear Editor:

Am I disappointed about Darlene Druyun’s wheeling and dealing to land herself and her daughter lucrative jobs with Boeing in return for a $23 billion deal with the Pentagon to lease air tankers? (George Frederickson’s “The Atrocity of Ethics,” PA TIMES, February 2005). No. I’m mad and upset. Yes, Darlene Druyun is everything we do not want to find in a federal public manager—lying, cheating, conniving—as the white collar chief procurement officer for the Pentagon. Her Boeing, Inc., counterpart, Michael Spears, is no better. Both are doing jail time. Is an ethical meltdown in America underway?

Turn the page, it’s Boeing once more—Harry C. Stonecipher, Boeing CEO is forced to resign after a tryst with a female Boeing executive officer. Not to worry though, as the affair did not involve a person who answered directly to Mr. Stonecipher. This was not a superior-subordinate relationship. Is this an ethical issue or not? Is a purely private, consensual affair between employees an ethical violation? No Pentagon deals or dollars are involved, so it appears. The Boeing board of directors certainly concluded that it was a management issue and a public relations issue given the string of recent Boeing scandals. The non-executive chairman of the board said that Mr. Stonecipher had violated Boeing’s code of conduct but that having an affair was not a violation of the policy. Go figure! The Boeing Code of Conduct does not address the question of whether an affair between two employees is a violation but it does state “Employees will not engage in conduct or activity that may raise questions as to the company’s honesty, impartiality, reputation or otherwise cause embarrassment to the company.” The Code further states that integrity must underlie all company relationships, including those with and among employees.

The same day the Boeing-Stonecipher story broke, March 8, 2005, the news reports that Elizabeth Hoffman, president of the University of Colorado, resigns amid turmoil over football scandals and a university investigation into the academic record of Professor Ward L. Churchill. Among the reasons Hoffman cited for her resignation was recent Boeing affair involving Mr. Stonecipher and his son. Hoffman describes the affair as “embarrassing to the university, the university’s administration, and me.” Hoffman continues, “It has taken a toll on my personal and professional life.”

As the Hoffman story broke, March 8, 2005, the news story broke that his son, who was playing basketball for the University of Colorado, resigns amidst turmoil over football scandals and a university investigation into the academic record of Professor Ward L. Churchill. Among the reasons Hoffman cited for her resignation was recent Boeing affair involving Mr. Stonecipher and his son. Hoffman describes the affair as “embarrassing to the university, the university’s administration, and me.” Hoffman continues, “It has taken a toll on my personal and professional life.”

Meanwhile, a few blocks down the street at the Hillsborough County Center, county commissioners squelched a proposal to ban commissioners from receiving gifts valued at more than $100. A $100 gift restriction would prevent commissioners from routinely receiving free skybox tickets valued at $450 to attend the Tampa Bay Buccaneers football games. Newly elected Commissioner Mark Sharpe explains that he is invited sometimes to more than a dozen events in a day and, without complimentary tickets for some events, he wouldn’t be able to attend. Thus he would be missing valuable opportunities to interact with constituents. Taking a different view, Commissioner Kathy Castor asserts that “accepting these gifts creates a clear conflict of interest or at least the appearance of impropriety.” Maybe the Commission be engaging in ethical hypocrisy as it has adopted a policy that prohibits county employees from accepting gifts worth more than $100?

If stories like these don’t make you mad and outraged, I don’t know what would. We are experiencing an ethical meltdown of such a proportion that something must be done. But what? What can we, as individuals or as members of the ASPA, do that might stem the tide of these unethical shipwrecks upon our shores? Oh, you say, it is not my responsibility and ASPA’s responsibility does not extend that far. Wrong! It is our duty as citizens and professionals committed to ethics and integrity to take whatever measures are appropriate to promote ethical behavior and professional behavior wherever we find it. I welcome your ideas. Send them to me at donmcneal@tampabay.rr.com or call me at 813-886-6332.

Donald C. Meazel  
President, ASPA

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Public Administration  
Academic Seem Indifferent  

Dear Editor:

Professor Thayer’s article in the January 2005 issue of the PA TIMES was validating to me in an unsatisfying sort of way. I’m a civilian engineer working for a state environmental agency, and graduated with a MPA in 2000. I believe that a public administration education is irrelevant in the current public service environment. Thayer is correct in noting that his fellow members of public administration academy are partially to blame for legitimizing the current trends in public administration. Even as a naïve graduate student, I found it ironic that the hot topic of public administration research at my university was privatization of public services. Talk about false consciousness.

There are many possible examples to illustrate my point that a public administration education is not relevant in the current climate, but this one is typical. My state legislature and governor have lowered the political ceiling to the section administrator level (the lowest managerial level in our state agencies), and even lower. Most hires into management positions are from outside government and are filled with politically connected candidates (that are not necessarily qualified.) This isn’t just at the executive levels where that is expected, but through-out middle management down to the upper staff levels. Even some clerical positions have been made at-will, and have thus been politicized.

Since the career path into management has been short-circuited by this system of patronage, many ambitious career staffers leave public service for better opportunities. I’ve been able to watch these phenomena in my agency since the current governor has been in power, and it is hollowing out the organization at both ends of the spectrum. Good people leave rather than tolerate marginally qualified managers and dead-end career opportunities. Since the legislature and governor have also implemented broad-banding, empty staff positions are filled with lower paid and less qualified personal, if filled at all. What is the point of professionalizing public administration through education in a public service environment like this?

My opinion is also tempered by my experiences as Peace Corps Volunteer. I served in South America in the mid-80’s and worked with a national bureaucracy. The trends I see in state government parallel the experiences I had in the Peace Corps, and it leaves me with a sinking feeling to witness our democratic institutions devolving towards third world standards. With the rare exceptions like Professor Thayer, the public administration academy seems indifferent; they would rather play golf with the Pharaoh than criticize him. Maybe that is the only way they can stay relevant.

Respectfully,  
Greg Brown, P.E.  
Member, ASPA

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Letters to the Editor

Madison County Bridge Gets Makeover

The Hogback Bridge, one of the Bridges of Madison County made famous by Robert Waller’s best-selling book and award-winning film, gets a face lift, Wed., May 4, 2005, in Winterset, IA. Hampton Inn “Save-A-Landmark” volunteers, from left, Brian Schooley of Des Moines Carrie Ewart of Cedar Rapids and Ted McAndrew of Des Moines are among the crew of hotel employees refurbishing the 121-year-old bridge. Hogback is one of five remaining wooden bridges of the 19 originally built in the late 1800s.
A fact is not a thing. A fact is, instead, the individuals' and are not necessarily the viewpoints of ASPA or the organizations they represent.

These contexts runs counter to toward finding ultimate or entire truth. It is most particularly true in biology and medicine to enable the curing and enough accumulated reliable facts in physics and engineer-ated reliable facts in physics and engineer-

We possess more facts today then we ever possessed before and presume, arrives at the crisis of rationality…Reason fails precisely in the inability of the cost-benefit ratio to include all costs…This kind of accounting excludes all coherence except its own…The cost-benefit ratio is limited to what is hardly quantifiable, namely money. The failure of reason comes to light in the recognition of those things that cannot be quantified.”

We are entitled both to our own opinions and to our own facts for the reasons that follow, reasons based in part on Citizenship Papers by the brilliant essayist Wendell Berry.

I. A fact is a not a thing. A fact is, instead, something thought to be known about a thing. “For example, H2O may be about water, may represent water, but is not known. Knowing this formula would not make it water, may represent water, but is not something thought to be known about a thing itself whether or not humans know all the facts about it.”

II. The building blocks of rational thought are facts, pieces of data that can be proved or demonstrated or observed to be true. There are, for example, enough accumulated reliable facts in physics and engineer- ing to enable the building of great bridges and enough accumulated reliable facts in biology and medicine to enable the curing of certain diseases. This we know to be true, but it is most particularly true in physical contexts. Facts in social, political and economic contexts are far more difficult to prove to be reliably true.

III. We possess more facts today than we ever possessed before and presume, through empirical processes, to be able to fill in the gaps between facts and thereby accumulate truth in a general trajectory toward finding ultimate or entire truth.

IV. In this reasoning we tend to forget that the accumulated facts upon which our knowledge may rest are still not reality, they only partially represent or describe reality.

V. “The only true representation of a thing, we can say, is the thing itself…The only true picture of reality is reality itself.”

VI. It is, therefore, impossible for humans to know reality in any complete or final way. We correctly marvel at the mapping of the human genome, but a map of the human genome is not one-hundredth part of a human.

VII. The scientific mind seeks to make itself totally rational and in the search for rationality is particularly comfortable with facts that are quantitative representations of reality.

VIII. Copying scientific progress in the physical context, there is a kind of mind operating in other contexts “that is trying to be totally rational, which is in effect to say totally economic…”This mind shows us the “cost-benefit ratio.” And here we arrive at the crisis of rationality…Reason fails precisely in the inability of the cost-benefit ratio to include all costs…This kind of accounting excludes all coherence except its own…The cost-benefit ratio is limited to what is hardly quantifiable, namely money. The failure of reason comes to light in the recognition of those things that cannot be quantified.”

IX. How shall benefits to this generation explain costs to the next? How shall the benefits of this generation explain costs to the watersheds, the groundwater and the polar ice caps of the next generation? Can the discipline of these and similar questions inform our rational search for facts and our understanding of reality?

X. Yes, we know a different kind of mind. This mind is not irrational, but neither is it primarily rational. It is a mind less comfortable with reality than the mind that aspires only to reason, and its aspirations are far more difficult to define.

XI. This mind sees the work of government in context and tries to derive its standards from that context. This mind seeks to know the costs and benefits of governmental programs in context and to know the narratives of those bearing the costs and receiving the benefits. This mind seeks to know whether citizens are being well served by their governments and whether those who are providing those services are enhanced or diminished by their service. This knowledge cannot in any conventional sense be measured but may be a true representation of reality at the level of citizens in context than any quantitative measure.

XII. These contexts runs counter to rationalist tendencies to seek predictability and general applicability. Contexts seek variation. Contextual variation is a powerful reality, a reality that resists general applicability and assumptions of predictability and resists rationally derived facts that presume to represent it. Narratives are often an effective way to represent the realities of neighborhoods or commonwealths. These narrative are facts, facts as accurately representing reality as numeric facts. Furthermore, narrative-based facts are more likely to be helpful in the search for human betterment.

XIII. “In order to work, in order to live, we humans necessarily make what we might call pictures of our world, or our places, of ourselves and one another. But these pictures are artifacts, human made. And we can make them only by selection, choosing some things to put in the picture, and leaving out all the rest.

XIV. “From the standpoint of the person, place, or thing itself, of reality itself, it doesn’t make any difference whether our pictures are factual or imagined, made by science or by art or by both. All of them literally are fictions–things made by humans, things never equal to the reality they are about.

XV. “Facts in isolation, out of context, are false. The more isolated a fact or a set of facts, the more false it is. A fact is true in the absolute sense only in association with all facts…

XVI. “Because our pictures of reality are necessarily incomplete, they are always to some degree false and misleading…”

XVII. We tend to imagine that knowledge based on newer facts is necessarily truer than knowledge based on older facts, or that empirical truth is truer than truth otherwise acquired.

XVIII. “We may say, then, that our sciences and arts owe a certain courtesy to reality, and that this courtesy can be enacted only by humility, reverence, propriety of scale, and good workmanship.” Because public administrators understand the realities of governmental context and the interactions between governmental context and their work, they are entitled to their own opinions, and given their proximity and expertise their opinions should be particularly respected. And, public administrators are entitled to their own facts. Some of these facts may not be numeric, but public administrators are nearest to the context of governmental reality and are the most likely to have the truest representation of that reality. Both opinions and facts are the tools of policy deliberation, the weapons of policy warriors. Opinions and fact in the hands of skilled public administrators are most likely to contribute not only understanding reality but to improving it.

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

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**Short Arm of the Law!**

This moment is about how to avoid an ethics violation! Heresy? Maybe so, but here it is. Move to New York State, commit an unethical act as a public official and then resign your position. Yes, it’s that simple. The New York State ethics law, which is often touted as among the oldest and strongest, allows public officials who are charged with an ethics violation to stop the New York State Ethics Commission from investigating once an official leaves public office. A loophole in the law “grants most employees immunity when they leave the state—no matter what their actions while on the job,” asserts *New York Times* reporter Michael Slackman. Hard to believe! You bet.

About 50 cases have been voided over the past decade in this manner. The cases involve a high ranking university official (the former president of SUNY at Albany), a Long Island Rail Road administrator and a former general counsel in the Department of Transportation. They simply walked away from an ethics investigation, although the former SUNY president claimed that was not the reason she moved on. The Long Island Rail Road administrator said she choose to retire rather than spend a lot of money to prove her innocence. The former general counsel said he left state government for personal reasons. Go figure!

How many other states allow their public officials to avoid an ethics investigation in this fashion? Ain’t Miss America? Remember those old-time western movies about how no outlaw was beyond the grasp of the long arm of the law? This is incorrect. Changes in the Code of Ethics require the approval of the ASPA National Council. Also, the May issue of PA TIMES mistakenly contained the wrong Ethics Moment. Please view the correct Ethics Moment “Holiday Ethics or Ethics on Holiday?” on the PA TIMES website at: http://www.aspanet.org/scriptcontent/Custom/PAT_Current/print/mayethics.html

*Note: in the April Ethics Moment it was stated that “any changes to the Code require a vote of approval by the membership. Any change in ASPA code language requires approval by the full membership.” This is incorrect. Changes in the Code of Ethics require the approval of the ASPA National Council.*

*Editor’s Note: This is the 100th Ethics Moment published in the PA TIMES. All moments are available online at the Ethics Section website: www.aspanet.org/ethicscommunity/ ASPM member Donald C. Menzel is ASPA’s president and professor emeritus of Northern Illinois University. E-mail: dmenzel1@tampabay.rr.com*

**Wi-Fi Offers Solutions and Creates Problems for Federal Government**

From WI-FI, pg. 1

enable them to operate wireless networks securely. Further, GAO tests of the security of wireless networks at six federal agencies revealed unauthorized wireless activity and “signal leakage”—wireless signals broadcasting beyond the perimeter of the building and thereby increasing the networks’ susceptibility to attack. Without implementing key controls, agencies cannot adequately secure federal wireless networks and, as a result, their information may be at increased risk of unauthorized disclosure, modification, or destruction.

GAO recommends that the director of the Office of Management and Budget (OMB) instruct the agencies to ensure that wireless network security is incorporated into their agency-wide information security programs in accordance with the Federal Information Security Management Act. OMB generally agreed with the contents of this report.

The use of wireless networks is becoming increasingly popular. Wireless networks extend the range of traditional wired networks by using radio waves to transmit data to wireless-enabled devices such as laptops. They can offer federal agencies many potential benefits but they are difficult to secure.

The report describes the benefits and challenges associated with securing wireless networks, identifies the controls available to assist federal agencies in securing wireless networks, analyzes the wireless security controls reported by each of the 24 agencies under the Chief Financial Officers (CFO) Act of 1990, and assesses the security of wireless networks at the headquarters of six federal agencies in Washington, DC.

For more information and to read the full report visit www.gao.gov.

**Announcing a new book in the ASPA classics series from M.E. Sharpe**

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

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

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This collection from the pages of *Public Administration Review* has been edited for use as a supplement for both undergraduate and graduate courses in Administrative Law. The contents follow the standard pattern established by the field’s major textbooks, and each main section begins with introductory text and study questions followed by relevant readings from PAR that will illuminate lectures and textbook material.

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OPM Releases Results of 2004 Employee Benefits Survey

Five Benefits Key in Federal Employees’ Decisions to Accept or Remain in Federal Employment

Washington, DC—U.S. Office of Personnel Management (OPM) Acting Director Dan G. Blair recently released the results of the 2004 Employee Benefits Survey. The purpose of the survey was to determine employee attitudes about the importance, adequacy, value and competitiveness of federal benefit programs.

Last November, OPM issued the survey to a random sample of over 2,400 employees governmentwide. The target population included equal numbers of current employees with three or more years of federal service and new hires who had less than three years service. OPM received over 850 responses by the end of the eight-week administration period, in January 2005. Survey participants answered a 68-item questionnaire involving 10 benefit programs including Thrift Savings Plan; employee health benefits; retirement health benefits; retirement annuity; life insurance; long term care insurance; flexible spending accounts; health and wellness programs; telework; and child care subsidies. The Thrift Savings Plan, employee health benefits, retiree health benefits and retirement annuity consistently rated the highest in importance and value. Life insurance benefits rated the fifth highest. The lowest rated benefits included telework, child care subsidies and health and wellness programs.

Some benefit programs received lower ratings because not all employees meet eligibility requirements. For instance, not all federal employees are eligible for telework and child care subsidies and some may be unable to participate in telework.

Lower ratings for some benefit programs may point to educational opportunities. For example, flexible spending accounts received relatively low ratings; therefore, increasing education on this program should raise employee perception of its value and may increase enrollment. To access the survey results, please visit: www.opm.gov/employment_and_benefits/survey/index.asp.

Rockefeller Institute Launches New Fiscal Information Website

The Nelson A. Rockefeller Institute of Government recently announced the launch of its new fiscal information website. Rockefeller Fiscal Studies http://rfs.rockinst.org (RFS). The new site replaces the Gateway to State and Local Government Information and houses a much more extensive collection of data and analyses on state and local government finances. RFS also is considerably more user-friendly and is designed for users with varying levels of expertise. In addition to a comprehensive catalog of the Institute’s reports on state and local fiscal issues, the site includes:

• Fast Facts on key government programs;
• State Fiscal Rankings on major revenue and expenditure variables;
• Comparative Revenue and Comparative Expenditures tables; and
• State Fiscal Profiles and Trends that show the composition of and trends in revenue and spending for each state.

See the website’s overview of highlights http://rfs.rockinst.org/publish/9015 for an introductory user’s guide.

Nation’s Leaders Take A Stand For Wildlife

Over Half the Senate and More Than 100 Representatives Back State Wildlife Grants

Washington, DC—In a strong, bipartisan show of support for America’s wildlife, 128 members of the U.S. House of Representatives and 55 Senators have signed letters urging a substantial increase in funding for wildlife conservation. The letters, addressed to the Chairman and Ranking Member of the Interior Appropriations Committee in both the House and Senate, support a funding level of $85 million for the State Wildlife Grants Program in Fiscal Year 2006. Last year, the State Wildlife Grants Program secured just under $70 million in funding. The President’s Fiscal Year 2005 budget proposed increasing the program to $74 million. This letter by members of Congress recognizes the need is even greater by requesting $85 million.

Created by Congress in 2001, the State Wildlife Grants Program serves to start early, strategic investments to conserve wildlife and habitat. The program helps states recover declining wildlife, saving both wildlife and taxpayer dollars and reducing costs and conflicts over endangered species listings. A matching requirement leverages federal funding from state and private sources, often doubling the impact of every dollar of federal funding.

The campaign for the letters was led by a bipartisan group of congressional leaders from across the nation. In the House of Representatives, the letter was led by Rep. Mike Thompson (D-CA), Rep. Jim Saxton (R-NJ), Rep. Ron Kind (D-WI) and Rep. Robin Hayes (R-NC). Senator Blanche Lincoln (D-AR) and Senator John Warner (R-VA) led the Senate letter. The letter is also strongly supported by the Congressional Sportsmen’s Caucus, a bipartisan group of members of Congress who support hunting, fishing and conservation. This caucus, the largest in Congress, includes Representatives Thompson, Hayes, Kind and Saxton and Senators Warner and Lincoln, along with many of the other supporters of the State Wildlife Grants letter.

The State Wildlife Grants program is supported by Teaming with Wildlife, a national coalition of more than 3,800 groups representing sportsmen, environmentalists, wildlife management professionals and outdoor-related businesses. Teaming with Wildlife is spearheaded by the International Association of Fish and Wildlife Agencies (IAFWA), the association representing North America’s fish and wildlife agencies. Teaming with Wildlife is driven by a steering committee of 13 organizations. They are: The Nature Conservancy; American Fisheries Society; American Zoo and Aquarium Association; Congressional Sportsmen’s Foundation; National Wild Turkey Federation; National Wildlife Federation; Theodore Roosevelt Island; Wildlife Conservation Partnership; Wildlife Conservation Society; The Wildlife Society and; the Wildlife Management Institute.

Additional information on the State Wildlife Grants program and the Team with Wildlife campaign is available at www.teaming.com.

AmericaSpeaks Releases Report, Proposes Blueprint for National Discussions

Washington, DC—AmericaSpeaks has recently released “Millions of Voices: A Blueprint for Engaging the American Public in National Policy-Making,” a detailed report outlining a comprehensive strategy to engage millions of Americans in solving the nation’s most critical problems.

The report reflects the collaborative thinking of 12 leaders in the citizen engagement field, convened by AmericaSpeaks over nine months. Millions of Voices is based on the premise that if we are to reinvigorate American democratic institutions, new structures and processes are needed to engage citizens in the nation’s policy-making process. The report offers a plan for National Discussions that will engage at least one million Americans in substantive deliberations about public issues designed to inform and influence decision-making in Washington.

The report recommends National Discussions be convened regularly to address the most pressing national issues facing the country such as health care, foreign policy, and the economy.

If you have a press release for “Where Things Stand,” contact Christine McCrehin at cjevett@aspanet.org.

If you have a report for inclusion in “Reports on the Web,” contact Erik Bergrud at ebergrud@aspanet.org.
Welcome to the American Society for Public Administration (ASPA).

We invite you to enter into the dynamic current of information, challenges and people that make public service what it is today. We are advocates for greater effectiveness in government; agents of professionalism and goodwill; publishers of progressive journalism at its best; purveyors of academic theory and best practices; and providers of global citizenship.

We believe that by embracing new ideas, addressing key public service issues and promoting change at both the local and international levels, we can enhance the quality of lives worldwide.

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MGM05
The week was celebrated in our nation’s capital from May 5-8 on the National Mall, at the PSRW Mall Event. For four days, more than 100 federal, civilian and military agencies displayed to thousands of visitors the services they provide to our nation. Volunteers came to the Mall to explore employment opportunities, learn about new homeland security initiatives, discuss personal benefits, and have unparalleled interaction with the government agencies that serve their everyday needs.

Highlights of the Mall Event included:

• Climbing aboard tanks, jets, helicopters, boats and other interactive displays.
• Visitors could find out what its like to be a paratrooper.
• Seeing how Customs and ATF trained canines search for drugs, explosives, and missing people.
• Looking for a federal job, internship, or employment training at the OPM booth. The USAJobs website was accessible to all visitors and OPM employees were on hand to answer questions.
• Meeting McGruff the Crime Dog, Power Panther, Woody the Owl, and Smokey Bear came to the event to help kids understand how government works.
• Playing tic-tac-toe with a Navy seal in the U.S. Navy dive tank.

The Public Service Recognition Week is sponsored by the Public Employees Roundtable at the Council for Excellence in Government and the Department of Defense.

For more information, visit www.excelpgov.org.

Aspa's Conference Hosts 22nd National Public Service Awards

ASPA Lists Action Items

The ASPA National Council held its semi-annual meeting on Wednesday, April 6, 2005, at the Hyatt Regency Milwaukee, Milwaukee, WI. The following actions were approved.

ASPA Endowment
Voted to recommend that the Endowment Board develop a protocol for developing and accepting major gifts to ASPA including the identification by the Executive Director as the point person for the protocol’s implementation.

Voted to transfer a donation from ASPA past president Elmer Staats to ASPA’s Endowment.

ASPA National Conference Site Selection
Voted to accept the proposed conference sites for 2008 (Dallas, TX), 2009 (Miami, FL) and 2010 (San Jose, CA).

Audit
Voted to appoint a committee to study the budgetary implications of the current reserve policy.

Bylaws
Voted to adopt the recommendations of the By-Laws Task Force and proposed by-laws revisions.

Chapters
Voted to approve the codifying of the Chapter Rebut Appeal Process, the ASPA University Based Affiliate Chapter policies and procedures, and ASPA’s Chapter Establishment Policy.

Consent Agenda
Voted to approve the September 12, 2004 minutes.

Ethics
Voted to reactivate the ASPA Code of Ethics Review Committee.

Finance
Voted that the National Council adopt a supplemental appropriation to the 2005 ASPA operating budget from 2004 net income.

Voted to establish a collaborative Task Force to develop a Long-Term Financial Plan for the Society and appoint Susan Baugh as the Chair.

International
Voted to approve the vision of the International Coordination Policy Proposal and a policy intent as specified by the proposals.

Voted to authorize the ASPA executive director to provide to the National Council no later than the 2005 Midyear Meetings an implementation plan report related to the International Coordination Policy Proposal that includes budgetary costs and benefits.

PAR Editor Selection
Voted to approve the ratification by council appointment of Richard Stillman to PAR Editor-in-Chief and Jos Raadscholders to PAR Managing Associate Editor effective January 1, 2006.

Voted to establish a Performance Evaluation Committee to develop evaluation criteria and process and convey to new editors.

Publications
Voted to send a letter of congratulations and continuation of ASPA co-sponsorship to the Review of Public Personnel Administration; Public Performance and Management Review; Public Budgeting and Finance; Criminal Justice Policy Review; and State and Local Government Review.

Voted to send a letter to the Section Chairs of Public Voices; Journal of Public Management and Social Policy; and Journal of Public Affairs Education to respond within 90 days by filing a contract or complete written report with the ASPA Communications Department.
The Power of Pride

Not long after September 11, 2001, Americans began to realize just how heroic our firefighters, police, emergency medical and military personnel, and even those aboard the doomed airplanes were. Those performances under the most adverse and dastardly circumstances made every American proud of being an American. Don’t you agree? A little later a bumper sticker appeared “The Power of Pride,” and I recall proudly attaching it to my office filing cabinet in full view of all who entered. I don’t know if it is still there as I have moved a 1,000 miles south.

The “power of pride” is real in everyday organizational and personal life and we should never forget why this is so. It is a power that is derived from accomplishments. Do you remember the first time your mother or father expressed pride in your accomplishments? My first encounter was when, as an eight-year-old I sang “You are my sunshine” before a women’s group. My mother beamed. I reckon it was an accomplishment because I was brave enough to sing and not so much because of how well I sang. I don’t believe I’ve ever sung publicly since that auspicious day in 1948. This proud moment—and many others to come during my youth—propelled me into a public service career, first as a member of the Armed Forces and then as an educator. The power of pride is real.

I have experienced it, as well, in organizational life and I imagine you have, too. I have had the good fortune to be a member of the highly regarded graduate public administration program at Northern Illinois University and to be empowered by the pride that students, faculty, alumni and the institution take in the accomplishments of the program.

Times and circumstances change, and I now find myself taking more pride than ever in the accomplishments of ASPA. ASPA pride is not new to me, as I recall sitting through a long day of committee reports some 10 years ago at a National Council meeting and saying to myself, “Wow, I cannot believe what all is going on in ASPA!” I took pride in the many accomplishments of ASPA members and committees. I was reminded more than once this past year of ASPA’s accomplishments as I traveled to Macau, Chengdu, Beijing, China, and Seoul, South Korea, for conferences and MOU signing ceremonies. Our Chinese colleagues view ASPA as a powerful voice for professionalism, competency and merit in governance—and it is! They seem to marvel at the fact that 10,000 men and women can join together in the common cause of promoting ethical and democratic governance. The power of pride is real.

ASPA accomplishments that you can take pride in are continuing. Let me draw to your attention one set of accomplishments. We are on the move thanks to the initiative of former President Cheryle Broom who created the Ethics Visibility Action Team in response to ASPA member Mylon Winn and others’ concern about the lack of visibility of the ASPA Code of Ethics in the Society’s life. The Action Team began work in September 2004 and submitted its report to the ASPA officers and Pride Steering Group in January 2005. Here is what the action team is calling for.

• Place an “Ethics Feature” in the PA TIMES to highlight ASPA’s Code of Ethics—in other words, use the feature to explicate various aspects of the Code. This approach could be used to address the issue of “what does the Code mean in my day-to-day life?” Or, how do I interpret the Code in a meaningful, concrete fashion? A “Know Your Code” approach to the ethics feature could appear monthly or on an occasional basis.

Rationale: There has been no systematic or explicit effort to illustrate how the Code of Ethics actually applies in day-to-day situations. This feature of the PA TIMES would complement the Ethics Moment, not duplicate or compete with it.

• Prepare a packaged Ethics training program for use by Chapters, public agencies and students.

The training program would include a facilitator or leader’s guide, and a handbook for participants. The handbook would include case studies and other text related to the Code of Ethics. These materials would be the basis for group discussions and evaluation.

Rationale: While some professional organizations have made this kind of resource available, ASPA has not done so. The Combating Corruption/Encouraging Ethics paper bound book that was published in 1990 approaches this goal and is currently under revision. Perhaps the revised book could be complemented by supplementary materials that in toto could constitute a training package. This recommendation will require resources.

• Create an ASPA dedicated website such as ethics.org or integrity.org or publicintegrity.org that contains the ASPA code and is useful as a resource that complements but does not replace the Ethics Section’s website.

Rationale: Neither the ASPA Code nor relevant ASPA related ethics materials are highly visible on the ASPA website. While the Ethics Section maintains a website, this is not sufficient for making ethics more visible in the Society.

• Establish an ethics advisory council or body that would receive and act on requests for ethics guidance by the membership and make recommendations to National Council regarding how to promote ethical behavior and discourage behavior contrary to the ASPA Code of Ethics.

Rationale: ASPA members and officers do not have access to any kind of ethics advisory body in ASPA. This proposal could serve as a form for an organizational conscience and, indeed, offer practical advice to members. The editor of the Ethics Moment does receive from time-to-time requests for advice but this is not the responsibility of the editor or the column. Moreover, it is common place for professional organizations to have such an advisory body and, given the salience of ethics in the ASPA strategic plan, it is somewhat surprising that there is no vehicle available for ethics advice.

• Have all journals affiliated with ASPA reference the ASPA Code of Ethics, in some manner.

Rationale: The Action Team is not suggesting that all ASPA related journals should publish the Code but is asking that there be some reference to it, at a minimum a URL for it. This would add great visibility to the Code at a minimum cost.

I am calling on all ASPA members to support these proposals, and more, to do our part to turn on the bright lights of ethical behavior in America. The power of pride in ASPA accomplishments is real.

I am pleased to acknowledge the contributions of many other members of the Ethics Visibility Action Team—Sam Halter, former city administrator; Eric Johnson, director of Management and Budget, Hillsborough County, FL; Caroline Westerhof, Florida Metropolitan University; Ethel Williams, University of Nebraska, Omaha; Tom Lynch, former ASPA president and professor Louisiana State University; Vaughn Blankenship, University of Illinois-Chicago; Jim Slack, University of Alabama, Birmingham; Mylon Winn, Southern University; Larry Cobb, EthicsWorks.

ASPA member Donald C. Menzel is ASPA’s president and professor emeritus of Northern Illinois University.

E-mail: dmenzel1@tampabay.rr.com

ASPA Endowment Receives $200,000 Donation

On April 4, the ASPA Endowment announced a $200,000 gift from the Vaden-Ray Foundation. The donors seek to honor their father, Richard E. Vaden, a long-time and dedicated ASPA member. The gift is intended to establish, under the ASPA Endowment, a volunteer leadership position at the national level that will provide ASPA with a distinguished academic or government official to advise its officers and executive director. This nationally known figure will serve as a visible symbol of ASPA’s important role in public administration and will encourage active participation in ASPA of his or her peers. This official will participate in national conferences and be given opportunities to meet and interact with ASPA members, especially the young professionals.
An Exit Interview

After Seven Years, Erik Bergrud Leaves ASPA Staff to take Position with Park University

Erik Bergrud will leave ASPA to pursue career at Park University in Kansas City, MO.

Dear ASPA Members:

Last month Erik Bergrud, ASPA's director of program and service development, informed me of his decision to accept a new position with Park University, Kansas City, MO. Erik is more than simply a member of ASPA's staff at the National Office. He has proven to be an invaluable ASPA asset. From my heart, I regret his leaving; but, from my head, I have to acknowledge and support this wonderful career move. I remind myself that “It's a long road that has no turning.” I asked Erik to allow me to conduct an informative exit interview for our readers. I hope you find it interesting and exemplary of his intellect, professional drive and long-standing commitment to ASPA.

Toni: Although we have discussed the opportunity that was the impetus for your decision to leave ASPA, please share your news with our readers.

Erik: In April, the Park University president and provost invited me to discuss some new initiatives taking place at their institution. We engaged in a stimulating and thought-provoking conversation. Last month, they offered me a position as director of the University’s new International Center for Civic Engagement and special assistant to the president for University Projects on Civic Engagement. The University will also confer assistant professor faculty rank upon me.

In this position, I will be called upon to advance the University’s global mission, establish linkages with international efforts across campus and provide innovative educational opportunities for learners within the global society, while establishing an outlet for channeling community outreach efforts in the Kansas City metropolitan area. I will also assist faculty in developing an international component for key MPA courses.

Opting to leave the ASPA staff after more than seven years of service was a challenging decision. However, I believe that this move will benefit my family and me. I also look forward to returning to Park, my former employer for six years and the institution where I earned my MPA degree.

Toni: Personally, after I survived the initial disappointment about your leaving the staff of ASPA, I realized what a great career move this was for you. However, I don’t plan to lose you as a resource to our career move this was for you. However, I don’t plan to lose you as a resource to our

Toni: None of us is perfect, and just for fun, what did you try that didn’t exactly have the outcome you wanted?

Erik: Two initiatives come to mind immediately. In 1998, we attempted to launch a high school student prep program in conjunction with AmeriCorps. We had hoped to promote mentoring at the local level but the administrative burden that this would have placed on our chapters made the program unsustainable. Having survived that setback, I then became the staff member responsible for an ASPA online community, which was intended to engage members via polls, chat rooms, etc. This too proved to be a disappointment and we abandoned the community and focused attention on improving our general website. Both cases demonstrated the need to engage members in our decision-making process. Had we done so, we might have charted alternate paths.

Toni: I will truly miss your funny “ASPA stories.” So, tell another to hold me over until we meet again!!

Erik: The 1998 SECoPA Conference, scheduled to take place in October 1998 in Pensacola, FL, was postponed when a hurricane damaged the conference hotel. That's not the funny part of the story. Organizers scrambled to reschedule the conference three months later. After arriving in town late one January afternoon, I joined ASPA members Steven Bobes, Ari Halachmi and Bill Solomon for dinner at a nice seafood restaurant. I ordered scallops and spent most of that night with my head over a toilet. The following morning, I ran into Steve and Bill who had a chuckle at my expense (and have been reminding me about this ever since). I dreaded telling the story to Arie, who observes certain kosher restrictions, including abstaining from eating scallops and pork. When he saw me (undoubtedly with a ghostly complexion on my face), he simply shrugged and said, “Maybe there’s something to be learned here.”

Toni: Also was there a moment or event, during your time with ASPA, which touched you in a significant or meaningful way?

Erik: On September 11, 2001, we shut down work and internet news accounts of terrorist attacks in the area. Working from my Kansas City home, I watched with my attention on the near 400 staff members working in or near the World Trade Center. Hearing the voices of and receiving e-mail messages from members who were still alive really touched me and affirmed for me the meaning of the “ASPA family.”

On a more personal level, I was moved by the dozens of congratulatory e-mails I received following the October 2002 birth of my son, Luke. I have saved each of them and plan on sharing them with him when he gets older.

Toni: As someone who has had the unique perspective of serving ASPA as a member, a chapter president, a member of the National Council and recently seven years on staff, I’d be interested in knowing:

a. What do you see as the strengths of our Society?

Erik: ASPA’s key (and most underutilized) strength is its membership. I have no doubt that if ASPA were asked to help tackle a major social challenge, it could draw upon the talents and experience of its members.

b. What are our challenges?

Erik: ASPA faces several challenges but in the interest of brevity, I will identify two. In his 1953 book The Hedgehog and the Fox, Sir Isaiah Berlin noted, “There is a line among the fragments of the Greek poet Archilochus which says: ‘The fox knows many things, but the hedgehog knows one big thing.’ ASPA stands alone as a generalist association at a time when more than 400 specialized public administrations compete for members. In an era of foxes, ASPA needs to make a more compelling case for the role of hedgehogs in professional public administration.

In its literature, ASPA frequently points to its rich 65-year history. Unfortunately,
At the April 2005 National Council meeting, a number of changes were proposed to the organization’s by-laws as part of the mandated five-year by-laws review process. Only those sections of the by-laws to be changed are reproduced here. For a full, unedited copy of ASPA’s by-laws, visit our website at www.aspanet.org.

Text that has been struck through will be deleted from the by-laws. Text that is italicized and underlined will be added.

### Article I: Purposes

The American Society for Public Administration, a national and incorporated association known as ASPA, is organized for the following educational and scientific purposes, as stated in its articles of incorporation:

(…) Consistent with those purposes, the Society undertakes its professional and educational objectives to: (1) maintain and promote excellence in public service by: - to uphold and promote integrity, ethics, and professionalism in the public service - to promote the equality of opportunity of all persons through public administration - to take positions on public policy issues dealing with public programs, activities, and the image of the public service; (2) policy issues with implications for the management of public organizations and the workplace environment; and (3) policy issues relating to major issues relating to professional standards and the image of the public service with implications for the management of public organizations and the workplace environment; and relating to major program areas of public agencies.

### Article II: Membership

Section 1: Categories of Membership

A. Any person or organization interested in the purposes of the Society shall be eligible for membership.

B. Categories of membership and rights and benefits pertaining thereto (including the right to vote or any limitation or denial of same) shall be determined based on the dues structure established from time to time by the board of directors of the Society (herein “Council”).

C. No membership dues or fees shall be raised increased within the year for which they have been paid.

Section 2: Rights of Membership

A. All individuals holding membership in the Society shall have the right to vote for officers and for Council members, stand for election to office, attend meetings of the Society, and may have such other rights and benefits of membership as the Council may from time to time determine.

### Section 4: Quorum of Membership

Ten percent (10%) of the members entitled to vote shall constitute a quorum for the transaction of business by the membership. The act of a majority of the membership entitled to vote present at a meeting at which a quorum is present shall be the act of the membership. In the absence of a quorum, any action taken shall be recommendatory only, but may become the act of the membership if subsequently confirmed by a majority vote, in conformance with the quorum requirements, by mail ballot of the membership entitled to vote.

### Section 5: Termination or Denial of Membership

Membership shall terminate automatically without the necessity of any action by the Council whenever any member fails to pay dues when said dues are due and payable or when in its sole and absolute discretion the Council determines that any member appears to have acted in violation of the Society’s Code of Ethics as published from time to time.

### Article III: National Council

Section 1: General Powers

A. The board of directors of the Society shall be known as the National Council (“Council”). The Society and the Council shall have and shall exercise all powers of a not for profit corporation under the laws of Illinois, including but not limited to the power to: (1) contract for all necessary things and services in connection with the management of the Society, including the employment of auditors, (2) delegate powers and duties to its officers, employees, and agents, and provide for the business and conduct of annual and special meetings; (3) (3) establish, oversee, and disestablish chapters and sections; (4) (4) establish, oversee, and disestablish committees and other bodies for various purposes; (5) (5) appoint and remove any Executive Director; and (6) (6) recommend to the membership, the adoption or amendment, repeal of bylaws of the Society. (…)

Section 4: Nominations and Elections

A. Members, chapters, sections, and the Council members will be invited to submit recommendations to the Nominating Committee for consideration as Council members nominees.

B. To be eligible for nomination to the Council, a person shall be a member of the Society and must have been a member for at least one (1) year immediately prior to his/her nomination. Also, a candidate shall be a current or former chapter or section officer. In addition, a candidate shall have his/her residence or principal place of employment in the electoral district from which he/she is nominated and is to stand for election and shall be an active member of a chapter within that electoral district.

C. Council candidates may be recommended from any source. If insufficient recommendations are received by the deadline, current Council members will be asked to provide one (1) name each.

D. Names of consenting members may also be placed in nomination by petitions signed by at least twenty-five (25) members of the electoral district in which the candidate wishes to run and presented to the Nominating Committee not later than forty-five (45) calendar days following the official announcement of the Nominating Committee slate.

E. In the event that a person is elected to the Council but declines to take his or her seat, the Executive Director shall declare the candidate receiving the next highest number of ballots to be the winner. Should there be no other candidate for the office, the matter shall be treated in the fashion of a resignation, and the President shall appoint a person to the seat until the next regularly scheduled election.

F. In the event of a contested election, the Council in its sole and absolute discretion shall have the authority to declare the results of the election.

G. The Executive Director shall provide each member, not less than ninety (90) calendar days prior to the annual meeting of the membership, a ballot including the candidate for Vice President, the slate of council members together with biographical information on each candidate. The members must return ballots to the National Council not later than the deadline stated on the ballot.

H. Space shall be provided on the ballot for writing in the names of additional candidates write in votes.

I. The nominee receiving the highest number of votes for each office shall be elected as the winner. In the event no winner is determined, the winner will be determined by drawing of lots or flip of the coin by the current President at a Council meeting.

J. The President shall announce the results of the elections at the annual meeting of the membership.

K. The newly elected Council members and incoming officers shall assume office at the conclusion of the annual meeting of the membership. The conclusion of the meetings of the prior Council or the National Conference or at a time in between the meetings of the prior Council and the meeting of the new Council.

### Section 8: Committees

A. Establishment: There shall be two (2) types of committees: standing and ad hoc.

1. Standing committees shall be established through bylaws and are deemed to be permanent, subject only to subsequent amendments to the bylaws. There are three (3) standing committees: Executive Committee, Nominating Committee and Finance Committee.

2. Ad hoc committees may be established by the Council or by the President. Ad hoc committees established by the Council are considered to be ongoing until disestablished by the Council. Committees established by the President expire with the term of the President. In establishing committees that will require substantial Society resources, the Council and the President shall have sole discretion of the appropriate body regarding their consistency with and contributions toward the Society’s goals and purposes and with the Finance Committee’s assessment of the liability of staff and other financial resources to support the proposed committees.

3. Appointment of Members: The President shall appoint the chairperson and members of each committee to serve during the President’s term of office.
Each committee shall have two (2) or more Council members, and a majority of the membership of each committee shall be Council members; provided, however, that the Nominating Committee may be composed entirely of persons who are not Council members. All committee members shall serve at the pleasure of the Council.

C. Disestablishment of Committees: Standing committees may be disestablished only by a vote of the Council according to the procedures established by the bylaws. Ad hoc committees may only be disestablished by the Council except for committees established by the President. The President may disestablish a committee he/she established. All ad hoc committees shall be reviewed periodically as to their performance and may be disestablished under procedures established by the Council when the committees no longer meet their intended purpose or have completed their assignment.

Section 9: Executive Committee

A. The officers of the Society shall be the President, President-Elect, and the Secretary-Treasurer (as a nonvoting member). The Executive Committee shall have the power to transact all regular business of the Society during the interim between the meetings of the Council, provided such action shall not conflict with the policies and expressed wishes of the Council. Executive Committee actions shall be reported fully to the Council at the Council’s next meeting. The presence of three (3) members of the Executive Committee shall constitute a quorum for the conduct of the committee’s business.

Section 10: Nominating Committee

A. The Nominating Committee shall consist of the three (3) most recent Past Presidents who are still members able and willing to serve thereon plus four (4) other members from different electoral districts of the Society and who are not members of the Council nor Past Presidents. The President shall appoint two (2), the President-Elect shall appoint one (1) and the Vice President shall appoint one (1). If there are not three (3) Past Presidents available, the President may appoint a sufficient number of other members to complete the Committee. An announcement of the appointment of the Committee shall be made promptly through the Society’s newspaper. The membership shall be notified promptly of the appointment of the committee.

D. The Nominating Committee shall present a slate of candidates which is broadly representative of the various groups within the Society. The Nominating Committee will give strong consideration to a person’s contributions to the Society and the public service.

Section 11: Finance Committee

There shall be a Finance Committee, with the chairperson appointed by the President. The Council shall adopt Society investment guidelines which will be approved by the Finance Committee. The Finance Committee shall recommend a budget to the Council. The Council shall adopt the budget of the Society in accordance with guidelines established by the Finance Committee. Any deficit financing plan shall be approved by the Council in advance.

Section 12: Other Bodies

A. From time to time, the Council or the President may establish additional bodies other than committees, such as commissions, task forces, steering groups, action teams, advisory boards, editorial boards or any other type of body composed of members, non-members or a combination. In establishing other bodies, the Council shall require substantial Society resources, the Council and the President shall seek the advice of the appropriate committee regarding their consistency with and contributions toward the Society’s goals and purposes and with the Finance Committee on the availability of staff and other financial resources. In establishing any proposed committee, all persons serving on such bodies shall serve at the pleasure of the Council. The Council shall determine whether or not such body reports to a committee of the Council or directly to the Council, and the Council may establish duties, rules, and reporting lines for such bodies.

B. Board of Advisors: There shall be a board of advisors of well-known experts in public service, both practitioners and scholars, and representatives from various foundations that support public service. Members of the board of advisors shall meet to discuss the Society’s mission and development of new publications and conferences. The board of advisors shall make recommendations to the Council for such bodies and such duties as the board may from time to time determine. All advisory board members serve at the pleasure of the Council.

E. Nominating Committee: The Nominating Committee shall make recommendations for consideration by the Council when the committees no longer meet their intended purpose or have completed their assignment. In establishing any proposed committee, the Council shall require substantial Society resources, the Council and the President shall seek the advice of the appropriate committee regarding their consistency with and contributions toward the Society’s goals and purposes and with the Finance Committee on the availability of staff and other financial resources. In establishing any proposed committee, all persons serving on such bodies shall serve at the pleasure of the Council. The Council shall determine whether or not such body reports to a committee of the Council or directly to the Council, and the Council may establish duties, rules, and reporting lines for such bodies.

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OFFICIAL BALLOT: 2005 ASPA By-laws Five-Year Review

[ ] Yes, I am in favor of the proposed changes to the by-laws.

[ ] No, I am not in favor of the proposed changes to the by-laws.

Included in your issue of PA TIMES should be a postage paid envelope. Please cut out this ballot and send it back to ASPA by July 31, 2005.

If no envelope was included in your PA TIMES, please fax this ballot to (202) 638-4952.
Chapters Run Risk of Forfeiting Rebate Checks

Each year, ASPA provides a rebate check to “compliant chapters” based on their total membership. Chapters are deemed to be in compliance if a) they have submitted their annual financial statement and officer list and b) all their officers are current ASPA members. By ASPA policy, chapters have a one-year grace period to submit their forms before forfeiting any funds. The following chapters have yet to submit all their 2004-5 forms and must do so before December 31, 2005.

Arkansas
Bakersfield
Central Illinois
Colorado
Delaware
Detroit Metropolitan
East Georgia
Empire State Capital
Greater Akron
High Plains Texas
Houston Texas
Indiana
Inland Northwest
Iowa Capital
Kentucky
Lowcountry
Memphis/Mid South
Metropolitan Louisville
Milwaukee
Minnesota
Mississippi
National Capital Area
New Jersey
North Texas
Northeast Florida
Northern Virginia
Northwest Indiana
Orange County
Oregon/SW Washington
Philadelphia Area
Rhode Island
San Diego
Southwest Georgia
Southwest Virginia
Suncoast
Treasure Coast
University of Central Florida
University of Pittsburgh
Upstate South Carolina
Vermont
West Michigan
Wisconsin Capital

For your convenience, ASPA has posted the reporting forms on its website. You can either return them via mail or fax or submit them directly online. If you have any questions or if you believe your chapter was listed here in error, please contact Erik Bergrud at ebergrud@aspanet.org or (816) 891-2490.

URL: www.aspanet.org/script/content/index_chaps ec.cfm

ASPA Members Seek to Establish Section on Native American Governance

Some ASPA members are seeking to establish the Society’s a Section on Native American Governance, which would focus on public administration styles, the issue of sovereignty, and other various issues that have not historically had a place for discussion. According to ASPA policy, a minimum of 1% of the total membership must agree to join a new section before it can be formally chartered. To express your interest in becoming a Section member, please contact Nels Lindahl at nels@nelslindahl.net.

ASPA President Speaks at Suncoast and Central Florida Chapter Events

The Central Florida ASPA Chapter held its annual luncheon meeting May 18, 2005, at which ASPA President Don Menzel spoke on the subject of “The Ethical Administrator.” He asserted that the making of an ethical administrator remains something of a mystery but there is widespread agreement that educational institutions and professional societies such as ASPA can contribute to this very important task.

The Suncoast Chapter held its annual awards banquet May 21, 2005, at which Menzel spoke on the subject of “ASPA’s Roots.” He pointed out that the founder’s were firmly committed to the development of a real sense of community between public administration practitioners and academics committed to advancing knowledge of public administration as a field of study.

SPPM Welcomes Subscriptions to Listserv

In an effort to engage in conversation with the broad public performance and management community, ASPA’s Section on Public Performance and Management (SPPM) welcomes all individuals to subscribe to its listserv. SPPM members receive the quarterly journal, Public Performance and Management Review.

URL: http://aspaonline.org/mailman/listinfo/sppm _aspaonline.org

New Editor For SIAM Journal

Michael J. Scicchitano is the new editor of State and Local Government Review. The Review is a national journal of research and viewpoints published by the University of Georgia’s Carl Vinson Institute of Government, in cooperation with ASPA’s Section on Public Administration and Intergovernmental Management (SIAM). Scicchitano is associate professor in the Department of Political Science at the University of Florida, where he directs the master’s program in Public Affairs and the Florida Survey Research Center. He has been an associate editor of State and Local Government Review for several years. For more information contact Ann Allen, allen@cviog.uga.edu, 706-542-6221 or Michael Scicchitano, mscicc@ufl.edu.

Argow Joins Chapter Technical Assistance Team

ASPA past president Todd Argow has joined the Society’s Chapter Technical Assistance Team and will assist chapters with membership development. In addition to his national leadership role, Argow has also served as president of three ASPA chapters and led a successful membership initiative for the Los Angeles Metropolitan Chapter.

If your chapter or section needs technical support in a specific area, please contact the appropriate team member listed below:

Chapter Technical Assistance Team
Awards Programs
Bill Ciaccio
wcicaccio@aspanet.org
Financial Management
Francine Maldonado
fmaldonado@aspanet.org
Membership Development
Todd Argow
targow@aspanet.org
Newsletter Development
TBA
Organizational Enrichment/Stability
James Nordin
jnordin@aspanet.org
Program Development
Ann Hess
ahess@aspanet.org
Website Development
Leslie Beauregard
lbeareguard@aspanet.org

Section Technical Assistance Team
Awards Programs
TBA
Conference/Seminar Development
Delores Strain
dotrain@aspanet.org
Financial Management
Larry Walters
lwalters@aspanet.org
Membership Development
Carole Jurkiewicz
cjerkiewicz@aspanet.org
Newsletter Development
Russ Williams
rwilliams@aspanet.org
Website Development
TBA

If you have an item appropriate for inclusion in “ASPA In Brief” contact Erik Bergrud at ebergrud@aspanet.org
**Evergreen Chapter Celebrates Public Service Recognition Week and Promotes Ethical Leadership**

President Mary Van Verst opened the awards luncheon by delivering a proclamation from recently elected Washington Governor Christine Gregoire. The proclamation recognized the outstanding contributions of public service employees across the state and added special significance to Public Service Recognition Week in Washington State.

ASPA’s Immediate Past President Cheryl Broom joined Van Verst in presenting the Evergreen Chapter’s 2005 Excellence in Public Service Awards for outstanding performances by an individual and a team. Gaye Jensen received the chapter’s 2005 award for outstanding public service by an individual. Jensen is a special assistant in the Office of the Assistant Secretary for the Washington State Department of Social and Health Services where she spearheaded a statewide partnership between her agency and the Washington State Association of County Human Services to create an integrated cross-system crisis response capability serving substance abusers and the mentally ill.

Jensen worked with technical experts to draft revisions to current state law incorporating improvements in the state’s crisis response system. These proposed revisions were integrated into a major piece of legislation titled “Treatment of Mental and Substance Abuse Disorders Act of 2005.” This legislative bill was passed on April 22, 2005, and will become part of Washington State Law. Congratulations to Gaye Jensen!

**South Florida Chapter Celebrates Public Service Recognition Week**

On May 6, when the students went to the Board of County Commissioners Chambers to present their case for incorporation to the “Commissioners” (South Florida Chapter members Ines Beecher and Claire Mostel, and Robert Santos-Alborna, regional coordinator, Team Metro; and Diane O’Quinn Williams, director of Miami-Dade County Planning & Zoning).

Several Miami-Dade County departments participated in the project, making the same service/budget presentations they make to communities that attempt to incorporate. The students collected data and information, prepared a budget and conducted their presentations at a mock commission hearing. The students that were not part of the MAC or Budget Committee acted as residents that were either for or against incorporating their community. The 22 students who attended the event were very well prepared and made excellent presentations. However, the “County Commissioners” felt that the MAC and Budget Committee needed to revisit their budget and service demands, therefore the “Commissioners” voted to defer a ruling for 120 days.

**NJ Chapter Hosts Symposium as Part of PSRW Activities**

**David Broom**

The Evergreen Chapter celebrated Public Service Recognition Week with its annual awards event on May 5th. The awards luncheon was combined with a day-long seminar entitled “Ethical Leadership in the 21st Century: Skills, Challenges and Perspectives.”

The ethics seminar was facilitated by Bill Grace, co-founder of the Center for Ethical Leadership in Seattle. Grace, former administrator and instructor at Seattle University, is a sought-after speaker on the topic of ethical leadership. Following the awards luncheon, attendees participated in a panel discussion with Charles Ruthford, an ethics specialist with The Boeing Company; David Okimoto, United Way executive and Wayne Barnett, director of the Seattle Ethics and Elections Commission.

More than 50 chapter members and guests attended the awards luncheon. Chapter President Mary Van Verst opened the awards luncheon by delivering a proclamation from recently elected Washington Governor Christine Gregoire. The proclamation recognized the outstanding contributions of public service employees across the state and added special significance to Public Service Recognition Week in Washington State.

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**South Florida Chapter Celebrates Public Service Recognition Week**

ASPA members Ines Beecher, Claire Mostel, and Robert Santos-Alborna, along with magnet program lead teacher Ed Asper, speak to Miami High School students about careers in public service.

The South Florida Chapter held its annual Local Government Close-Up event on May 6, 2005. This year’s event was a three month project with the Miami Senior High School Legal and Public Affairs Magnet Program. The ninth and eleventh grade students went through the incorporation process to create a new city; this involved creating a Municipal Area Committee (MAC) and a Budget Committee, and going through the steps communities must follow to become a new municipality. The project culminated in the MAC and Budget Committee acting as residents that were either for or against incorporating their community. The 22 students who attended the event were very well prepared and made excellent presentations. However, the “County Commissioners” felt that the MAC and Budget Committee needed to revisit their budget and service demands, therefore the “Commissioners” voted to defer a ruling for 120 days.

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ASPA welcomes the following new members in the month of April 2005.  Please note: members rejoining ASPA are not included on this list.

<table>
<thead>
<tr>
<th>New ASPA Members</th>
<th>State</th>
<th>Chapter</th>
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<tbody>
<tr>
<td>Cheryl C. Guzman</td>
<td>Arizona</td>
<td>Christopher Cross</td>
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<tr>
<td>Boylston Hamilton, Jr.</td>
<td>Arkansas</td>
<td>Cheryl Fung</td>
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<td>Mildred A. Hamilton</td>
<td>Arkansas</td>
<td>Yasmin Parra</td>
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<tr>
<td>Hedy L. Issacs</td>
<td>At Large Member</td>
<td>Mark Brown</td>
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<tr>
<td>Jeffrey McCoog</td>
<td>At Large Member</td>
<td>Edward Hunter</td>
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<tr>
<td>Shannon L. Sauer</td>
<td>At Large Member</td>
<td>Fred H. Carter</td>
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<tr>
<td>Jeffrey Taylor</td>
<td>At Large Member</td>
<td>Katherine A. Foy-Bartley</td>
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<tr>
<td>Felita Boldin</td>
<td>Auburn Alabama</td>
<td>Kimberly Smith</td>
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<td>Francis Bartley</td>
<td>Centex</td>
<td>Dorrie Bryson</td>
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<td>Laura Cabaña-Cruz</td>
<td>Centex</td>
<td>Eric Hensal</td>
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<td>Diana Peck</td>
<td>Centex</td>
<td>Walter Sallee</td>
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<td>Katherine Petersen</td>
<td>Centex</td>
<td>Ronald E. Johnson, Jr.</td>
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<tr>
<td>Josh Shepherd</td>
<td>Centex</td>
<td>Gloria Smith</td>
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<tr>
<td>Margaret E. Valenti</td>
<td>Centex</td>
<td>Tiffany M. Thompson</td>
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<tr>
<td>Ryan Silva</td>
<td>Central California</td>
<td>William Wells</td>
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<tr>
<td>Louis Martino, Jr.</td>
<td>Central Florida</td>
<td>Kristine M. Cavicchi</td>
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<tr>
<td>Rosemary Berminated</td>
<td>Central Illinois</td>
<td>Peter Kiedrowski</td>
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<tr>
<td>Alan E. Bailey</td>
<td>Central Missouri</td>
<td>Edward LeClair</td>
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<tr>
<td>John Alley</td>
<td>Central Ohio</td>
<td>Mark Hambrick</td>
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<tr>
<td>Denise Thompson</td>
<td>Central Pennsylvania</td>
<td>Dewayne Ray Woods</td>
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<tr>
<td>Christa Csoka</td>
<td>Central Piedmont</td>
<td>David Bachrach</td>
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<tr>
<td>Fletcher Bishop</td>
<td>Chicago Illinois</td>
<td>Derek Feron</td>
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<tr>
<td>Katherine M. LaMantia</td>
<td>Chicago Illinois</td>
<td>Kathleen Hale</td>
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<td>Lisa J. Lorick</td>
<td>Chicago Illinois</td>
<td>Richard Keevey</td>
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<td>Kelly B. Martin</td>
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<td>Stephanie Perry</td>
<td>Chicago Illinois</td>
<td>Kelly Shull</td>
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<tr>
<td>Trevor McAllister</td>
<td>Cleveland State University Affiliate</td>
<td>Gloria Smith</td>
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<td>Anthony Zampedro</td>
<td>Cleveland State University Affiliate</td>
<td>Raphael St. Johns</td>
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<tr>
<td>James Lide</td>
<td>East Georgia</td>
<td>Karen Weber</td>
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<td>Mark Cranford</td>
<td>East Tennessee</td>
<td>Debra Young</td>
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<tr>
<td>Deborah Stevens</td>
<td>Empire State Capital Area</td>
<td>Ralph Young</td>
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<tr>
<td>Cherri L. Berthon</td>
<td>Evergreen</td>
<td>Lee Ann Helfeower</td>
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<tr>
<td>Jesseca S. Brand</td>
<td>Evergreen</td>
<td>Andrew S. Lenz</td>
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<td>Damaris Eustice</td>
<td>Evergreen</td>
<td>Cynthia Evans</td>
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<td>Erwin Vidallon</td>
<td>Evergreen</td>
<td>Eysi Feliciano-Berrois</td>
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<td>Erika M. Ellis</td>
<td>Georgia</td>
<td>Ruth Saffold</td>
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<tr>
<td>Pearlene Jackson</td>
<td>Georgia</td>
<td>Michelle-Yureck</td>
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<tr>
<td>Aurora W. Page</td>
<td>Georgia</td>
<td>Martha Napoles-Baca</td>
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<td>Stacey Ray</td>
<td>Georgia</td>
<td>Veronica Bond</td>
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<tr>
<td>Alfred Quick</td>
<td>Gold Coast</td>
<td>Jaclyn Cherubini</td>
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<td>Karen McCoy</td>
<td>Greater Birmingham</td>
<td>Gloria Christie-Reid</td>
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<td>Jeffrey Taylor</td>
<td>Greater Birmingham</td>
<td>Suzette Edmonds-Irish</td>
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<tr>
<td>Lisa M. Anderson</td>
<td>Greater Cincinnati</td>
<td>Aquilino Gabor, Ill</td>
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<td>Umut Cemal Gungor</td>
<td>Greater Kansas City</td>
<td>Osayaba J. Iginaduwa</td>
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<tr>
<td>Jill Jolicoeur</td>
<td>Greater Kansas City</td>
<td>Elizabeth J. Jean-Jacques</td>
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<tr>
<td>Kirsten Myers</td>
<td>Greater Kansas City</td>
<td>Laurel L. Lasenburg</td>
</tr>
<tr>
<td>Maria Moultrie</td>
<td>Gulf Coast</td>
<td>Cheryl L. Limbert</td>
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<tr>
<td>Julia Hillegass</td>
<td>Hampton Roads</td>
<td>Maureen E. Nembhard</td>
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<td>Leah Davis</td>
<td>Indiana</td>
<td>Delores A. Owens</td>
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<td>Carletta Taylor</td>
<td>Indiana</td>
<td>Rose M. Pacheco</td>
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<td>Bob Hall</td>
<td>Inland Empire</td>
<td>Magella Payne</td>
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<td>Timothy Miller</td>
<td>Inland Empire</td>
<td>Joelleene René-Janvier</td>
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<td>Masayoshi Eguchi</td>
<td>Intl. Electronic Membership</td>
<td>Harvey L. Simon</td>
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<td>Bayaz Zeynalova</td>
<td>Intl. Electronic Membership</td>
<td>Michele J. Sylvain</td>
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<tr>
<td>Robert Omwenga</td>
<td>Kansas</td>
<td>Ruby Y. Whitfield</td>
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Members on the Move

Mel Dubnick—has accepted a position at the University of New Hampshire where he will head up the MPA program. He will be starting there on July 1.

Stuart Gilman—has been appointed director of the United Nations Global Programme Against Corruption (GPAC). His permanent posting will be in Vienna, Austria, beginning July 1.

Roger L. Kemp—was recently selected to be the Grand Marshal of the Daffodil Parade, at the 27th annual Daffodil Festival, in the City of Meriden, CT. Kemp previously served as city manager of Meriden from 1993 to 2005 and is currently city manager of Vallejo, CA.

Pan Suk Kim—delivered a speech at the Fourth International Congress of Human Resources cosponsored by the Costa Rican Civil Service Directorate in the Office of the President and the University of Costa Rica; presented a Korean civil service case at the Mexican National Institute of Public Administration in Mexico City and delivered a lecture in the Okuma Graduate School of Public Management at Waseda University in Tokyo. He has also been appointed as the General Rapporteur of the 6th Global Forum on Reinventing Government www.d6globalforum.org in Seoul on May 24-27, 2005.

John M. Palguta—vice president for policy and research at the nonprofit Partnership for Public Service, has been honored with the 2005 Outstanding Service to the Public Sector Human Resource Profession Award, presented at the 66th national conference of the American Society for Public Administration.

Paul Posner—managing director of the federal budget and intergovernmental relations group at the Government Accountability Office, was presented with the James Blum Award on the American Association for Budget and Program Analysis.

Yonghong Wu—recently accepted an appointment as assistant professor in the Graduate Program in Public Administration at the University of Illinois at Chicago in the fall 2005.

If you have a information appropriate for “Members on the Move,” contact cjewett@aspanet.org.

Bergrud To Leave ASPA Staff

From INTERVIEW, pg. 17

some naysayers subscribe to the view that the Society’s best days rest in the past rather than the future. I do not own a crystal ball, yet I remain optimistic that ASPA can make major accomplishments for the field in the years ahead. This viewpoint guided me during my time on the ASPA staff and will remain with me as I transition from employee to active member.

c. What are your hopes and desires for ASPA’s future?

Erik: On the occasions that I have represented ASPA internationally, I have found that the ASPA name carries with it much respect throughout the world. I can only hope that the United States public administration community will one day respect ASPA to the same degree that its international colleagues do.

As noted above, ASPA does have a talented membership. I hope that the organization will dare to dream bigger and, in the process, call upon its members (practitioners and scholars alike) for their expertise. Assume for instance that the United Nations or the U.S. federal government was to identify malaria eradication in Africa as a major policy objective. I would venture to say that hundreds of ASPA members could offer concrete advice at the micro and macro levels and everywhere in between.

Toni: I wholeheartedly support your vision for our future. Now, the significant question: How can I depend on you to help us realize this vision for ASPA?

Erik: I have contended for quite some time that ASPA’s niche in the public administration community is one of a convening role. To the extent that Park University and I can assist ASPA in convening conferences and symposia and in commissioning white papers related to major issues, feel free to contact me for assistance.

I have learned so much working with you and your predecessor, Mary Hamilton. It should go without saying that you can always count on my support, no matter where I am physically located.

Toni: To say you will be missed, for me, is an understatement. After June 1, 2005 how may we reach you?

Erik: As many ASPA members can attest, I am only an e-mail away. You can write me at either ebergrud@swbell.net or erik.bergrud@park.edu. I don’t yet know my new office phone number, so in the interim you can call me via the University switchboard at 816-741-2000.

Thank you Erik. You will truly be missed. To our colleague and friend...have a good and fruitful journey!

Have you visited ASPA’s web site lately?

www.aspanet.org

NPSA Winners Offer Thoughts on Future Challenges of Public Service

From NPSA WINNERS, pg. 15

U.S. will get there in the next 20 years.

Additionally changes in family structure will decrease the number of caregivers who will be available to care for the increasing number of elderly people. Our reliance on formal systems of care will increase.

At the same time, those coming right behind my generation, the baby boomers, are not saving as much money as they need to adequately prepare for their old age. The savings rate in 2003 and 2004 in the United States was 1.4 percent, the lowest since the depression.

The implications of these changes for human services delivery, for funding our pensions including social security, for health care, for supportive housing, for transportation, for the economic vitality of our communities and for almost every aspect of our civic life are staggering.

How can we prepare? These are a few of the strategies we—government, in business, in our communities, in our families—need to consider:

• We need to provide incentives to encourage people to save and plan for their old age.

• We need to support health promotion in order to reduce disability rates as we age.

• We need to invest in “age sensitive” infrastructures in our communities. This includes investing in better transportation, supportive/affordable housing, supports for caregivers, and in a range of mechanisms to integrate an older citizenry into the civic and economic life of our communities.

• We need to make creative use of an aging labor force both in paid and non unpaid roles.

We need to understand that the public sector alone cannot succeed. We need to build partnerships with businesses, non-profit organizations and academia. We need a concerted effort to create a brighter future not just for our older citizens, but for our children now that we will have fewer of them. Let’s hope that as we get older, we also get wiser.

Elizabeth Hill, Executive Director, CA Legislative Analyst’s Office (LAO):
The office of the California Legislative Analyst is to “speak truth to power” about how state government can ensure the best people in both sectors. It is not just a question of recruiting, it’s how we conduct our work. Thirty years ago, banking was seen as as staid industry. There was so much regulation, even for interest rates. Now, it’s less regulated and an exciting industry in which to work. Same with utilities. Government needs to be sure it gives people the responsibility to work well and then push them to do so.

McPherson often thinks of George Schultz, for whom he worked. Schultz said government was not able to pay it employees more money, so it has to give its people satisfying work and sufficient responsibility to encourage them to stay in the public sector. Are we (as government) flexible enough, do we reward people enough? It’s more than a public relations issue. People are what we are about.
2006 ASPA CONFERENCE CALL FOR PROPOSALS

The Theme

"The Sky's the Limit: Idealism and Innovation in Public Service"

The 2006 ASPA Conference, to be held in Denver, is titled "The Sky's the Limit: Idealism and Innovation in Public Service." "The Sky's the Limit" advances optimism and empowerment, and embodies the conference site's unique geographic characteristics and frontier traditions. "Idealism and innovation in public service" use the three core themes this conference will explore:

- "Idealism" is the heart of ASPA's mission and vision. It embodies values, aspirations, goals, and aspirations: cooperation and empowerment.
- "Innovation" puts our core values into practice, through organizations, change, technology, training, cooperation, and experimentation.
- "How do we get there?"

"Public service" is a term in which we empower citizens, students, stakeholders, communities, public agencies, and governmental organizations and businesses. "Whatis our purpose?"

PROPOSAL DEADLINE:
June 20, 2005

The Call

This conference is designed to fulfill professional development goals for three groups:

- Practitioners/Intely new to a public service (0-5 years), or thinking of making a transition. The conference is an opportunity to learn about the profession, develop networks with peers and related professional development sessions, and enhance your knowledge and experience. The conference provides a forum for presenting research, ideas, and experiences related to developments in research and theory. The call for papers includes sessions on educational and professional development issues.
- Students: The conference provides an opportunity to enhance knowledge and experience in a broad range of topics, for networking with practitioners and researchers, and for opportunities to discuss your work and to network with professionals in the field. The call for papers includes sessions on educational and professional development issues.
- Practitioners: The conference provides an opportunity to enhance knowledge and experience in a broad range of topics, for networking with practitioners and researchers, and for opportunities to discuss your work and to network with professionals in the field. The call for papers includes sessions on educational and professional development issues.

The deadline for submission of proposed presentations is June 20, 2005.

FOR MORE INFORMATION AND PROPOSAL FORM GO TO:

www.aspanet.org
The Sky's the Limit
IDEALISM AND INNOVATION
IN PUBLIC SERVICE
DENVER, CO • APRIL 1-4, 2006

PROPOSAL FORM

First Name ____________________________ Last Name ____________________________
Title ____________________________
Organization ____________________________
Address ____________________________
City, State, Zip Code, Country ____________________________
Email ____________________________
Phone ____________________________
Fax ____________________________

SUBMIT THIS FORM ONLINE BY June 20, 2005 OR FAX IT TO 202-638-3495.

• ASPA member?  Yes  No
• Student?  Yes  No
• This is for (check one):
  □ Individual paper: To be presented as an individual paper at a scheduled session.
  □ Roundtable session (A brief, 15-minute formal presentation, discussion, and final question period): Each session will last 30 minutes.
  □ Panel session (These sessions will last 90 minutes)
  □ Pre-conference workshop or training session (Full or half day sessions)
• Panels’ Focus: We will define ASPA focus sessions dedicated to research results, policy papers and other contributions to scholarship. These papers should focus on the key themes of the conference: Ideals, Innovation and Public Service.
• Primary focus of your proposal:  □ International  □ National  □ Regional  □ Local  □ State
• Who should attend this panel/workshop, or hear this paper?
  □ Academic  □ Non-Professionals  □ Policy Makers  □ Students
• What sector is your primary audience?
  □ Public Agencies  □ Non-Governmental Organizations  □ Government Contractors  □ Other business  □ Other professional (state field: ____________)

Indicate the subject area of your proposal:

☐ Managing Environmental and Natural Resources: How do we achieve sustainable development and reduce vulnerability?
☐ Enhancing Public Protection: How do we enhance the effectiveness of law enforcement, criminal justice, and other public safety?
☐ Implementing Knowledge Management: How do we create value from information and information systems?
☐ Planning and Managing for Change: How do we manage and respond to change?
☐ Improving the Use of Employees and Volunteers: How do we make the best use of employees and volunteers?
☐ Using Technology to Achieve the Public Service: How do we use IT and other technologies to improve the delivery of public services?
☐ Advocating Ethics, Integrity and the Ethical Corporation: How can we promote ethical behavior in government and public service?
☐ Making Finance and Budgeting Work: How do we enhance the efficiency and effectiveness of funding?
☐ Managing Resources from Other Organizations through Grants and Contracts: How can we share resources from other organizations through grants and contracts?
☐ Reimagining the PA Brand: What is the public administration and public service career, and where does it go from here?
☐ Transforming Health Care: How can we ensure quality, affordable and accessible health care?
☐ Improving Health Security and Disease Management: How can we improve health security and disease management?
☐ Mobilizing Transportation Initiatives: How can we mobilize transportation initiatives?
☐ Integrating Internationalism and Global Governance: How can we integrate internationalism and global governance?
☐ Planning for the Future of Research, Innovation and Accountability: How can we plan for the future of research, innovation and accountability?

Indicate your expected impact:

☐ Teaching/Learning: What impact can we have on teaching and learning? CO How do we encourage and support the use of evidence-based, best practices in teaching and learning?
☐ Improving Citizen Participation and Accountability: How do we improve citizen participation and accountability?
☐ Building Partnerships: How do we build partnerships and networks, both domestically and internationally?
☐ Developing the Next Generation: How do we develop and support the next generation of leaders?

Indications of your proposer’s qualifications (check all that apply):

☐ Professional Experience: How do you qualify for the proposed topic?
☐ Educational Background: How do you qualify for the proposed topic?
☐ Leadership Experience: How do you qualify for the proposed topic?

Indications of your proposer’s qualifications (check all that apply):

☐ Research: How do you qualify for the proposed topic?
☐ Professional Practice: How do you qualify for the proposed topic?
☐ Policy: How do you qualify for the proposed topic?

Indications of your proposer’s qualifications (check all that apply):

☐ Administrative: How do you qualify for the proposed topic?
☐ Management: How do you qualify for the proposed topic?
☐ Advocacy: How do you qualify for the proposed topic?

Indications of your proposer’s qualifications (check all that apply):

☐ Advocacy: How do you qualify for the proposed topic?
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☐ Advocacy: How do you qualify for the proposed topic?
2006 Election Nomination Period Opens

- **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 2006 National Council Recommendation Form

#### 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 national 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 15, 2005 to: 

**ASPA Nominating Committee, 1120 G Street, NW, Suite 700, Washington, DC 20005 3885 or fax to (202) 638-4952**
The Department of Legislative Services, the nonpartisan professional staff to the Maryland General Assembly, is accepting applications for policy analysts within the Office of Policy Analysis.

Policy Analyst
Department of Legislative Services
Maryland General Assembly

Principal Duties: Policy analysts work in one of four primary assignments:

• Budget – Analyzing operating and capital budgets and performance trend data of State agencies and programs;

• Fiscal and Policy Notes – Analyzing the fiscal, economic, legal, and practical effects of legislation and State regulations;

• Bill Drafting – Assisting legislators in preparing legislation and amendments, revising the statutory laws of the State; and

• Committee – Staffing legislative committees, preparing committee amendments to proposed legislation, supporting committee decision-making processes.

Duties will vary by assignment, but all assignments will involve researching policy issues, preparing correspondence and written reports in response to legislative requests, and presenting information to legislators, committees and others in formal and informal settings. Analysts also focus on specific policy areas (e.g., education, public safety) within multidisciplinary policy workgroups. Opportunities for changes in primary assignments and policy areas are available and encouraged throughout an analyst’s career.

Qualifications:

• A law degree or master’s degree in public policy, public administration, accounting, business, economics, finance, government, science or a related field is required.

• Excellent writing and real communication skills.

• Strong analytical abilities, including basic mathematical concepts.

• Familiarity with standard computer programs. Ability to use spreadsheet software desired.

• Ability to work independently, in teams, and under time pressures.

• Availability for extended work hours, including weekend work, during the 90-day legislative session in the winter months. More schedule flexibility is available during the legislative interim (May–December), particularly in the summer months.

Work environment: Employees of the Department of Legislative Services function on a non-partisan basis and by law may not engage in partisan political activity at any time at the federal, State, or local level.

Base salary is $42,000, negotiable depending on experience and qualifications.

Send resume and letter stating relevant experience, reasons for interest in the position, and preference for assignment to:

Department of Legislative Services, Human Resources
90 State Circle, Room 311
Code 05/05 PA
Annapolis, Maryland 21401-1991
FAX: 410-946-5140 or 301-970-5140
E-mail: nga_hr@mlis.state.md.us

NOTE: An exercise assessing writing and basic analytical skills is part of the interview process.

The Department of Legislative Services is an equal opportunity employer and will not discriminate against any employee or applicant for employment in a manner that violates law, regulation, or legislative policy.

Contact: Christine McCrehin
cjewett@aspanet.org • (202) 585-4313

GOVERNMENT POSITIONS
June 2005

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

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

13-14 The Intelligent Community Forum
    Conference & Awards 2005
    Theme: “Building the Broadband Economy”
    Location: New York, NY

14-16 Performance Measurement for State & Local Government
    City: Atlanta, GA (6:00 p.m.)

18-22 Fifth International Conference on Public Management, Policy & Development
    City: Dakar, Senegal

July 2005

4-6 4th International Critical Management Studies Conference
    Location: Cambridge University, UK
    Contact: Ann Cunliffe at acunliffe@csuhayward.edu

10-13 Association of Government Accountants (AGA) Annual Professional Development Conference and Exposition
    City: Orlando, FL
    Contact Ada Phillips at aphilips@agacgfm.org

11-15 2005 International Association of Schools and Institutes of Administration (IASIA) International Conference
    Theme: Education and Training at Various Administration Levels: Assessing Needs, Ensuring Quality
    City: Como, Italy

August 2005

1-5  Seventh Annual CAPAM Senior Public Executive Seminar
    Location: University of Cape Town, Cape Town, South Africa
    Contact: CAPAM at capam@capam.ca

28-31 Institute of Public Administration of Canada (IPAC) 2005 Annual Conference
    Theme: “Public Service in a Borderless World”
    Location: Regina Conference Centre, Regina, Saskatchewan

31-Sept. 3 European Group of Public Administration (EGPA) Annual Conference
    Theme: “Reforming the Public Sector: What about the citizens?”
    City: Bern, Switzerland

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