Dimensions of Ethical Dilemmas in Classroom Participation 6

There is no question that requiring and encouraging classroom participation as part of the MPA curriculum is helpful to teaching and learning, but this effort raises ethical questions which rarely get addressed or receive only marginal attention if they are considered at all. —Peter Fuevi Haruna

A Few Thoughts on Achieving Ethical Administration 7

What is ethical administration and how can it be best achieved? The American Heritage Dictionary defines administration as the “management of affairs or the dispensing, applying, or tendering of something, i.e oath, sacrament, dispensing, applying, or tendering of something, i.e oath, sacrament, medicine, etc.” —Wayne Jones

Insights on HR Mgmt. 8
Insights on Perf. Mgmt. 9
Frederickson Perspective 11
Ethics Moment 12

More Support for Social Safety Net

Sympathy for Poor and Government Aid Programs Returns to 1980s Levels

Washington, DC—Support for government programs to help disadvantaged Americans, as well as sympathy for the plight of the poor, have surged since 1994 and returned to levels last seen in 1990 prior to welfare reform, with gains occurring among virtually every major social, political and demographic group, according to Pew Research Center surveys.

Some of the biggest increases in concern for the needy have come from unexpected sources: political conservatives, Southern whites and older Americans. For example, in 1993, more than a quarter (28 percent) of self-described conservatives agreed with the statement, “The government should...
The shifting demographics will also force governments to rethink how they will finance government services. The issue is that as the number of elderly increases, there will be a smaller percentage of workers to cover the bulk of the tax burden. Given that income and payroll taxes can only be raised so much, state and federal governments will look to other ways of generating the revenue they need to fund public services. This will likely cause four trends to become more prominent in the near future:

- **Tax system modernization.** Some governments will have to modernize their tax systems to reduce their dependence on property tax revenues. This means fewer exemptions that poke holes in the tax base and a shift away from narrow-based, indexed property tax structures.
- **Rise in the average retirement age.** The erosion of tax revenues from income and payroll taxes can be somewhat offset by extending the average retirement age. The older Americans are when they retire, the less they will draw on Social Security, Medicare and Medicaid.
- **Greater emphasis on user fees.** This method of finance, which entails charging fees directly to the users of public services, will likely continue to gain popularity. County governments in the early 1970s could receive nearly as much revenue from user fees as from property taxes. The emergence of a much bigger and more sophisticated nonprofit sector will create new opportunities for partnering and leveraging private dollars for public causes. The continued growth of the nonprofit sector will allow governments to engage this sector’s innovative spirit and creativity in efforts for solve major social problems.
- **Delivery channels.** What is the full range of service delivery channels available to the state government—including both high and low cost options? Can customer preferences for delivery channels be changed over time? If so, how?

The sooner governments at all levels in the United States come to terms with the emerging and rapidly approaching challenges posed by an aging population, the more options they will have to sustain or strengthen service delivery to their people.

A copy of this research study can be found at www.delsolite.com/us/agingcitizen.
Ethics Training: Why Bother?

Stephen A. Smith

Anyone who has taught ethics in the public workplace for any amount of time has had students go on to transgress later—some horribly so. This can be very discouraging to the ethics trainer, most of whom passionately deliver their training with the sincere intent of creating an ethical, healthy workplace. After all, it’s good for the organization, the employees, and the organization’s clients.

On one level, we should not be surprised when ethical lapses occur. Every additional employee added to the organization represents another unique bundle of values, experiences and motivations that are well formed and hard to influence. Indeed, human development scholars tell us that one’s basic personality and core beliefs are formed by an early age, certainly before they join the public sector workforce.

The logical solution is to hire the “right” people in the first place. If a public organization is doing its due diligence, it uses a thorough hiring process, commensurate with its mission and needs. This will likely involve competency testing and reference checks at the least, and may include an extensive background investigation, psychological screening, etc. All these measures have the intent of selecting capable, trustworthy people for the organization.

Responsible organizations then include ethics training or at least an ethics briefing in its new employee orientation. Progressive organizations periodically reinforce ethical concepts during in-service training for incumbent employees. But even after careful selection and ethics training, some still transgress. It might lead one to ask—“Why Bother?”

Naïve Assumptions? Experience and human development theory suggest that even the most inspired, well-crafted ethics training alone can have but minimal impact on employees. This is for several reasons. First, as noted above, the employees are adults with established personalities when the trainer gets them. Second, the training typically has very limited time with the students in which to have an impact. Third, any impact of the training is far overshadowed by other influences present in the workplace. The totality of these other organizational influences may be described as the organization’s culture. It is a powerful entity, of which training is only one facet.

So, if our assumptions about the potential of ethics training to shape thinking and behavior were naïve, is it worth doing at all? It certainly is! Even if ethics training in isolation may have a limited affect on adult learners, it sets the tone for the employee’s service in the organization and puts him on notice as to the organization’s standard of conduct. If the organization’s hiring process is working well, the training should affirm the employee’s sense of ethical conduct and encourage him that he has joined an organization that values the same ideals as does he. And, ideally, the training may inspire and challenge a few employees who perhaps never gave much thought to ethical issues before to live according to a higher standard, worthy of the public service.

For all these reasons, ethics training is still worth doing and doing well. But achieving ethical administration takes more than training alone. It takes a realistic perspective and comprehensive strategy. In short, it takes a cultural approach.

The Cultural Solution

Edgar Schein defines organizational culture as the pattern of shared assumptions a group learns as it solves internal and external problems, enabling it to survive. The assumptions reflect measures that worked well enough to be considered valid and to teach new members as the correct way to perceive, think and feel in relation to future problems that affect the organization.

This definition hints at all those other influences that serve to shape the employee’s thinking. The ethical organization will highlight achieving success in an ethical manner, and will likely include ethics training in teaching new members the correct way to perceive, think, feel and act. But it will also develop employees in myriad other ways, more frequently encountered and influential than training alone.

From the first moment a new employee steps through the door, usually as an applicant, she is bombarded with examples, models and cues regarding how one thinks and acts in this organization. This role modeling by peers, informal leaders, supervisors and managers is very influential. It is encountered constantly and carries the credibility of what is actually being done by successful people in the organization, not just what is being said or taught.

An ethical administration purposefully crafts an ethical organizational culture by stating its values in its policies and training, and then consistently living them in a manner that is contagious. Every workplace encounter becomes an opportunity to model, teach and reinforce the desired thinking and behavior. This is a cultural approach.

Such an approach expands the boundaries of ethics training. In short, training is constant and everyday matters. Ethical administration is fully achieved when all members of the organization consistently model its espoused values. Put a more graphic way—when an ethical, mission-focused world view consistently ooze out the pores of each department member, so that new members are immersed in that world view and are taught it immediately upon arrival—you have achieved ethical administration.

That is a tall order, an ideal even, for which an organization must strive and may never fully achieve; but it is worth the effort. The pay-off is an effective performance-driven culture wherein people can trust each other, and new members are incorporated smoothly. It starts with sound hiring practices. It continues with quality ethics training both initially and periodically, but it entails so much more. It is relational, long-term, and it must come from the top level of the organization to work. Ultimately, it is cultural.
The Administration of Ethics in DHS: Adherence to Ethical Conduct, Procurement and Grant Management Ethics

Carmen Apaza

Adherence to ethical conduct, sufficient and well-appraised procurement training, as well as compliance management ethics are critical elements for the effective administration of ethics. The Department of Homeland Security has been highlighted because previous reports by the Inspector General of the Department of Homeland Security (DHS) have revealed a variety of harmful and expensive violations of ethical norms that need to be addressed. But, while unethical behavior may persist, some prevention may be achieved.

Adherence to Ethical Conduct

Several ethics norms violations were reported in 2006 by the DHS Inspector General (Semiannual Report October 2006). The investigations resulted in 321 arrests, 333 indictments, and 243 convictions. A significant number of CBP’s officials from Customs and Border Protection (CBP) pled guilty of offenses punishable by the United States Code under title 18.

On typical day, Customs and Border Protection (CBP) processes more than 1.1 million arriving passengers for entry into this country at 324 air, land, and sea ports of entry (POE). It is the responsibility of CBP officers to screen all arriving passengers for customs and immigration violations, as well as to detect and prevent terrorists and weapons of mass destruction from entering the United States. Simultaneously they must facilitate legitimate trade and travel. In this work environment the opportunities for violating ethical norms are overwhelmingly numerous.

The Inspector General’s report details several bribery cases, wherein a number of CBP’s officials, while on duty, received significant amounts of money for permitting illegal aliens to enter the United States, also facilitating drug smuggling. In these cases the subjects were charged for violations of Title 18 USC § 201 (Bribery of a Public Official) and Title 8 USC § 1324 (Smuggling and Transporting Aliens). On another instance, in his semiannual report issued in April 2006, the DHS Inspector General included three grant audit reports, including the results of two audits of disaster sub-grants valued at about $17.6 million. $3,101,312 was questioned costs, of which $183,263 was unsupported.

Procurement Ethics

The importance of procurement ethics can not be overlooked. It is a fundamental area for conducting effective contract administration and it is critical for the integrity of the contracting out process. The DHS Inspector General’s 2006 Semiannual Report identified over $46 million in questioned costs, of which nearly $14 million were determined to be unsupported. In addition, $74 million in funds that could be put to better use were identified. Regarding these findings, the Inspector General has stated that the lack of staffing is preventing proper procurement planning and is severely limiting DHS’s ability to monitor contractor performance and conduct effective contract administration.

Lately, the Department of Homeland Security’s procurement staff has been severely limited. According to the DHS’s Procurement and Program Management Operations report, September 2005, the amount of contract awards per procurement person ranges from $2 million to $50 million up to $30 million, depending on the DHS procurement organization. DHS purchased almost $9.8 billion of goods and services in fiscal year 2004 through a variety of procurement methods such as contracts, delivery orders, interagency agreements, and purchases cards. In making these contracts, DHS processed almost 60,000 procurement actions.

The Government Accountability Office (GAO) reported in 2005 that the Office of the Chief Procurement Officer had only two people to conduct oversight on the eight separate procurement offices, which handled nearly $10 billion in procurement activity during the fiscal year 2004.

Several procurement offices reported that lack of staffing prevented proper procurement planning and severely limited their ability to monitor contractor performance and conduct effective contract administration. In this regard, GAO recommended that DHS provide the Chief Procurement Officer with sufficient resources and enforcement authority to enable effective department-wide oversight of acquisition policies and procedures.

Grant Management Ethics

A number of audits conducted during 2006 and 2005 by DHS inspectors have revealed serious unethical behavior committed by some employees from the Federal Emergency Management Agency (FEMA) in the delivery of disaster grants. For instance, in his semiannual report issued October 2006, the Inspector General described disaster grant audit reports valued at about $177 million. Questioned costs for those reports totaled $36 million, of which $30 million was unsupported. Also, in Appendix Four of this report, the Inspector General includes a section describing the results of 29 special reports on Gulf Coast hurricane recovery. Overall these reports identified $311,093 questioned costs and $73,500,000 of funds that could be put to better use.

Also, a number of inspectors from FEMA were accused of soliciting bribes from applicants in exchange for increasing the amount of damage claims submitted to FEMA. They were indicted on charges of Title 18 USC § 201 (b)(2)(C) Receipt of Bribe by a Public Official and 18 USC § 287 Making False, Fictitious and Fraudulent Claims.

In the previous semiannual report issued in April 2006, the DHS Inspector General included three grant audit reports, including the results of two audits of disaster sub-grants valued at about $17.6 million. $3,101,312 was questioned costs, of which $183,263 was unsupported.

The report also identified a number of FEMA employees who were arrested principally for soliciting bribes from a contractor supplying food for residents displaced by Hurricane Katrina in exchange for inflating the catering contract; and for demanding bribes from applicants in exchange for increasing the amount of damage claims. They were indicted on charges of 18 USC § 201 (Bribery of Public Officer and Witnesses) and 18 USC § 287 (False Claims).

Possible Solutions:

Violations to ethical regulations, insufficient oversight of procurement programs and inadequate management of disaster grants are DHS’s problems that can surely be overcome. Ethics training programs should strengthen the application of ethics statutes and regulations to the specific activities of DHS. Ethics training programs for new employees, along with ongoing training for all employees are key activities for establishing effective controls.

Recently, the DHS Inspector General also proposed emphasizing ethical procurement responsibilities and providing a robust support structure for both program and procurement management. These programs would particularly include real examples of procurement fraud in addition to teaching applicable regulations. Expanded training and guidance on their ethical responsibilities would definitely benefit senior program managers and procurement officials. In addition, a legislative proposal to provide whistleblower protection for all employees serving in DHS is being considered.

ASPA member Carmen Apaza is a PhD student in public administration at the School of Public Affairs at American University.

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PAGE 4  PA TIMES • JUNE 2007  American Society for Public Administration
PRIDE in Venice, FL: A Model for Ethical Public Service

Bonnie Beth Greenball

Interest in government ethics has reached a fever pitch. Consider the resignation of Paul Woffowitz, president of the World Bank, over an unethical act; the investigation into the firing of the infamous eight United States Attorneys; and the recent Congressional battle cry to pass legislation aimed at cleaning up Washington. When ethics programs are established in the wake of scandal, the result is often a patchwork of rules serving merely as band-aids and failing to treat what is truly ailing the system. Public officials may roundly agree that government must be transparent and accountable; however, few wish to shine a bright light on their own actions. Not so in the small resort community of Venice, Florida (17,764 population). Instead of business as usual after an ethical transgression took place, the Venice City Manager placed ethics in the forefront of all government operations.

Historical Context

Four years ago, following a housecleaning in the Utilities Department and a public removal of the then city manager, Venice went through a period of self-reflection and removal of the then city manager, Venice City Manager placed ethics in the forefront of all government operations.

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Dimensions of Ethical Dilemmas in Classroom Participation

Peter Fuseini Haruna

There is no question that requiring and encouraging classroom participation as part of the MPA curriculum is helpful to teaching and learning, but this effort raises ethical questions which rarely get addressed or receive only marginal attention if they are considered at all. Of course, ethics permeates the entire teaching and learning experience, but it is further complicated by demands for quality participation that should engage students and engineer a conducive learning environment.

Because many professors rightly assume that students should be co-creators in the teaching and learning process, they engage them in dialogue, discussion, and debate in classroom settings as a way of generating ideas and perspectives for analyzing and understanding assigned readings. In fact, it seems to be assumed that more participation is far better than less, which is only true under certain conditions as this article elaborates and argues.

As MPA faculty are fully aware, student participation requires careful planning, management and guidance for it to be effective as a teaching and learning tool. A carefully planned and executed participatory process does help professors and students to understand the progress made toward learning. On the other hand, an ill-managed participation can be counterproductive and may result in confusing rather than enlightening students.

A well-planned participatory process should surface and address underlying ethical dilemmas entailed in student participation: Are professors and students adequately prepared? Do professors and students feel welcome in the classroom? Do students and professors share a common goal of participation? Are discussion guidelines clarified? Are all students aware of equal chances to be heard, to filter ideas and draw acceptable conclusions? In the unlikely event of professors and students agreeing on any common goal, classroom participation becomes meaningful and productive.

However, in the most likely event of professors and students pursuing different goals, then classroom participation is doomed to failure. Selecting a participation goal is not only important for focusing discussions, but also it is important for defining the professor’s role in classroom participation. Consider a second dilemma—how do we know if the participation goal has been achieved? If there is no agreement between professors and students on a single participation goal, this dilemma is moot. Suppose, in the best case scenario, that there is mutual agreement between professors and students on one goal, it is necessary to determine whether such a goal has been achieved or not. This question is important because the answer will reveal how well classroom participation is helping the teaching and learning experience. How to determine authoritatively that we have achieved the participation goal is hard, if not impossible.

However, if we fail to pursue such an evaluation, classroom participation will be doomed to failure. In other words, how professors and students evaluate efforts to foster learning should be one of the big questions in participation. Consider a second dilemma—how do we know if the participation goal has been achieved? If there is no agreement between professors and students on a single participation goal, this dilemma is moot. Suppose, in the best case scenario, that there is mutual agreement between professors and students on one goal, it is necessary to determine whether such a goal has been achieved or not. This question is important because the answer will reveal how well classroom participation is helping the teaching and learning experience. How to determine authoritatively that we have achieved the participation goal is hard, if not impossible.

However, if we fail to pursue such an evaluation, classroom participation will be doomed to failure. In other words, how professors and students evaluate efforts to foster learning should be one of the big questions in participation. Consider one of the key ethical dilemmas—what do they intend to achieve? Silence may be golden and some internationals learn by observation. The dilemma is there. Finally, to create a class environment in which all students feel welcome and comfortable enough to learn, professors create rules, but that generates other dilemmas as well. Some say, set the rules and go by them. What would we achieve with rule-governed classroom participation efforts?

To be sure, classroom rules are helpful, but ethics as compliance is severely constrained. Most rules are retrospectively constructed and because future behavior is often inadequately anticipated or largely unanticipatable, rules cannot always guarantee ethical behavior. Rules may work with simple situations but when situations get complex as in classroom participation, rules hardly work that well. By their very nature rules are susceptible to interpretations, and students will soon find a way to get around them. The ethical dilemma remains—how far can professors employ compliance ethics in classroom participation? There are no final answers, only questions.

Perhaps the purposes sought in classroom participation do matter in the teaching and learning experience. So do the ethical dilemmas associated with them. Do we nurture participation to sharpen students’ skills in verbal argument or is participation required for collaboration, opening up new perspectives, hearing new viewpoints, and satisfying intellectual curiosity?

Rules have their place in classroom participation but there are limits to ethics as compliance. What does this all mean for teaching and learning? Ethical dilemmas push the boundaries of common notions about teaching and learning, leading to the development of a broader, less dogmatic perspective.

The interactions generated and relationships built through participation can be the locus of shared meaning in the classroom and a powerful instrument of teaching and learning. Ethical considerations should motivate MPA faculty to cultivate trusting relationships with students, which through learning can occur. Classroom participation has both strengths and limitations, which make ethical reasoning very important to teaching and learning.

ASPAA member Peter Fuseini Haruna is an associate professor of public administration at Texas A&M International University. E-mail: pharuna@tamiu.edu
Achieving Ethical Administration

A Few Thoughts on Achieving Ethical Administration

Wayne Jones

There are numerous ways to define public administration. In the textbook, Introducing Public Administration, Shafritz and Russell offer definitions of our field from political, legal, occupational, and managerial perspectives. From a managerial aspect it can be stated that public administration refers to “both the people responsible for running an organization and to the running process itself and to use of numerous resources (including employees) in the achievement of organizational goals.”

The fulfillment of organizational goals requires the development, administration, and enforcement of policies set by the governing bodies of local, state, federal, and non-profit agencies. However, it is individuals at all positions and levels of these entities whose training, education, thoughts, and actions directly impact the organization’s ability to meet its goals while providing services. There can be no public services rendered without employees. As the foundation of every public organization, employees (people) are the foundation and provide not only direct services but also the culture of the particular agency. This culture includes what is considered ethical behavior for the organization and its employees.

This is where ethical administration enters the picture. What is ethical administration and how can it be best achieved? The American Heritage Dictionary defines administration as the “management of affairs or the dispensing, applying, or rendering of something, i.e. oath, sacrament, medicine, etc.” The same book explains ethical or ethics as “the rules or standards governing the conduct of the members of a profession or as moral choices to be made by individuals in relationship with others.”

Ethical administration is the dispensing of public goods and services according to policies set by governing bodies, via the actions of individuals who have been elected or placed in positions of authority; whose actions are determined either by standards of conduct of their profession or by the moral choices they make.

For those of us in public administration, ethical administration must be as essential an integral part of our responsibility as the alleviation of pain is to the medical profession. We are stewards of public goods, services, welfare, funds, and safety. As such, we are entrusted, with the lives and well-being of persons from the cradle to the grave… individuals who are fully capable of questioning our actions; whose conditions and limitations require that we make proper decisions that are in their best interests and in the best interest and protection of society.

Entry into the field of public administration can come in many ways. For administrators the traditional route entails graduation from an accredited institution of higher education with a graduate degree in public administration. This along with an internship and/or work experience brings new individuals to our discipline each year.

A part of the educational process in public administration most schools of public administration require at least one course in ethics. Additionally, the various organizations that support the field of public administration all have some requirements for ethical standards of conduct for their respective members, and for practitioners in general. One of the most familiar organizations is the American Society for Public Administration.

The American Society for Public Administration is a professional organization whose mission includes elevation of the public service profession through education, networking, democratic Journalism, and professionalism. To this end it has established a five-part code of ethics, which encompasses:

- Serving the Public Interest
- Respecting the Constitution and the law
- Demonstration of Personal Integrity
- Promote Ethical Organizations
- Strive for Professional Excellence

While all of the ideals promoted in ASPA’s Code of Ethics are important, maintaining personal integrity and the promotion of ethical organizations are most relevant to this discussion. Personal integrity is the foundation for ethical organizations that have ethical administrations. Without an expectation of personal integrity, from employees, from the front door to the top floor, no agency will be successful in their goal to operate an ethical organization. Even with the best efforts, we still read of failures in ethical standards and personal integrity of persons in responsible positions while in public service.

One aspect of the problem of ethical administration may be that there are a significant number of persons working in public service not having a background or degree in public administration, or knowledge of a code of ethics similar to ASPA. This is not to say that a background or degree in public administration or membership in the American Society for Public Administration is the sole ingredient for achieving ethical administrations. The question is how can we assist in the constant need to achieve and maintain ethical administrations? There are several ideas for consideration:

- Education—stressing the importance of ethics education at the undergraduate level in areas/disciplines related to public service, i.e. public administration, public policy, political science, urban services. So often ethics classes are only found in graduate level classes or as a part of the discussions in undergraduate research classes.
- Hold ourselves to high ethical standards, while promoting integrity in our respective work environments.
- Consider the relationship of personal spirituality to leadership and how we respond to ethical questions as individuals, leaders, teachers, mentors, citizens, and public servants.
- Increase the awareness of ASPA as an organization that promotes public service, education, citizenship and the integrity of public service and public servants.
- Incorporate ethical integrity as a part of the training process for new employee orientation.
- Raise the level of consciousness and importance of ethics and ethical administration to that of sexual harassment and include annual refresher training on this important subject.
- Post ethical codes of conduct in the workplace, similar to other employment related posters. Public administration has a unique role and

Program and Leadership Set Example

From VENICE, FL, pg. 5

meetings, and, in the case of the most prestigious awards, a banquet in honor of the recipients. The management team envisions that once the BUS Pass program is underway, employees will be encouraged and rewarded for activities such as developing a program to measure performance that benefits City departments; suggesting a program that would be a cost savings to the City and its residents; and in the most challenging circumstances, saving a person’s life.

Simply put, the BUS program rewards exemplary service and reinforces, on a regular basis, the significance of the PRIDE motto of service. Additionally, Black intends to continue the tradition of awarding $50 end-of-the-year bonuses to effective employees.

Exemplary Leadership

Black is described by his staff as a team builder and multi-tasker, who listens to feedback and desires staff input. His leadership is marked by his facility with technology in improving the City’s efficiency; his extraordinary planning and coordination skills; and his open-door policy. “He’s the best I’ve seen around,” says veteran employee Heath.

Black explains that he experienced the workdays of each department so that he could understand and evaluate their work. This also helped him provide tailored ethics training and answer questions asked of him in his ethics officer role. Black has even gone so far as to educate each employee about how to report his (Black’s) conduct should they believe he has engaged in wrongdoing. This forthright approach lends credibility to his dialogue with staff about the importance of transparency in government.

With his hands-on manner, congeal disposition and depth of understanding in the areas of technology and city planning, Black has been credited with changing the City’s culture. With ethics transgressions dominating the national news and cities struggling to forge an identity to entice visitors and residents, city manager Black’s leadership sets an example for other cities with leaders who are willing to engage in the self-analysis and restructuring necessary to make a city rebond and thrive.

ASPA member Bonnie Beth Greenball is an attorney who has served as the executive director of the Judicial Campaign Ethics Center of the New York State Unified Court System and as Special Counsel to the New York City Conflicts of Interest Board. She is currently working at the Institute for Public Policy and Leadership at the University of South Florida-Sarasota/Manatee.

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Becoming a “Best Place to Work”

Robert Lavigna

The May PA TIMES highlighted the Partnership for Public Service’s (www.ourpublicservice.org) 2007 “Best Places to Work in the Federal Government” rankings. This is the third edition of Best Places, following earlier rankings in 2003 and 2005.

This year, Best Places ranked 61 federal agencies and departments, plus 221 agency/department subcomponents. We do the Best Places rankings because we believe that organizations who focus on having engaged and happy employees are stronger and more effective. Second, by shining light on the extent that employees feel engaged (or don’t feel engaged), we hope that agencies will focus on how to improve or maintain engagement.

And, although Best Places is about the federal government, we think both the approach and the take-aways are useful for all levels of government.

We rank agencies on an employee engagement “index score,” calculated using employee survey data collected by the U.S. Office of Personnel Management (OPM) through the “Federal Human Capital Survey.” More than 221,000 federal employees responded to the latest survey.

We also rank agencies and subcomponents in ten key workplace dimensions (such as “effective leadership,” employee skills/mismatch,” and “work/life balance”) and ten demographic categories, including race/ethnicity and age.

But, we don’t just report the data and results. We use statistical analysis to identify which of the ten workplace dimensions are most closely linked to “(drive)” overall employee satisfaction in each organization. For 2007, we found that, government wide, the major drivers of employee satisfaction/engagement are effective leadership, employee skills and mission match, and work/life balance.

In other words, improvements in these three areas will have the largest impact on overall employee satisfaction. We do this same analysis for each of the 283 organizational units rated and ranked in Best Places.

The Results–The Big Picture

The first Best Places to Work in the Federal Government rankings in 2003 created a baseline as well as new incentives for federal agencies to focus on workforce issues. These first-of-their-kind rankings also provided government managers and leaders with a roadmap for boosting employee satisfaction.

In 2005, the results from the second Best Places rankings were overwhelmingly positive—the government-wide satisfaction index score rose, as 75 percent of participating organizations increased their individual Best Places scores over their 2003 scores.

We see a different picture in the 2007 rankings. The overall employee satisfaction score (government wide) is almost identical to 2005 and only about 40 percent of the organizations increased their scores in 2007.

The rankings are therefore both a glass is half full and glass is half empty story. On the one hand, the unchanged 2007 index suggests that the employee satisfaction and engagement gains from two years ago are being maintained. On the other hand, does it mean that the forward momentum from 2003 to 2005 has stalled?

Looking Beneath the Surface

To find out what the real story is we need to go beneath the surface. By peeling back the layers of the rankings, we actually see a great deal of activity and movement.

For example, the “spread”–the gap between high- and low-ranked agencies–is increasing. Compared to 2005, the spread increased by 19 percent in 2007; since the first rankings in 2003, the spread has increased even more, by 83 percent.

Another insight is that the bar has been raised since the rankings began. Looking at the large agencies (more than 2,000 employees) included in all three rankings, a score of 62.9 ranked third in 2003. This year, the same score would only rank tenth.

Another important, glass-half-full insight is that dramatic change is possible, regardless of an agency’s size, mission or workforce makeup. For example, the Social Security Administration (SSA) is the most improved large agency in 2007. This story is noteworthy because SSA is a large and widely dispersed organization with a larger proportion of lower and mid-level employees than most agencies.

Research on employee satisfaction (including Best Places) shows that lower-level employees are generally less satisfied than their higher-level colleagues. That’s why the SSA story is encouraging.

Another good news story is the rising participation rate in the OPM Federal Human Capital Survey on which the Best Places rankings are based. For 2007, the response rate increased to 57 percent, up from 54 percent in 2005 and 51 percent in 2003.

Survey participation is important because it is a behavior that demonstrates increased employee engagement. Employees who don’t care, don’t trust, or think others don’t care, will not take the time to fill out surveys.

Creating a Best Place to Work

Let’s be clear one key point. A high level of employee satisfaction does not mean that work is not demanding or that employees are always happy. In fact, Best Places shows that demanding work environments can have some of the most committed and productive employees. The key question–how can an organization develop that level of employee commitment and job satisfaction?

As described above, we found that the most influential drivers of workplace engagement are three workplace dimensions—leadership, the match between employee skills and the agency’s mission, and work/life balance. What do these constructs really mean?

We developed the ten workplace dimensions using statistical techniques that tie together specific employee survey questions in a way that is meaningful, statistically acceptable and representative of the OPM survey responses. Then, we calculated an engagement score for each workplace dimension. For example, the “skills/mismatch” dimension includes five questions (scale was “strongly disagree” to “strongly agree”):

- My work gives me a feeling of personal accomplishment
- I like the kind of work I do
- My talents are used well
- I know how my work relates to agency mission and goals
- I do important work

The leadership dimension is more comprehensive, consisting of 13 questions (scale was either “strongly disagree” to “strongly agree”; or “very poor” to “very good”) including:

- How good a job do you feel your immediate supervisor/team leader is doing?
- Supervisors/team leaders provide employees opportunities to show their leadership skills
- Employees have a feeling of personal empowerment and ownership of work processes
- Performance discussions with my supervisor are worthwhile
- I have a high level of respect for my organization’s senior leaders
- Leaders generate high motivation and commitment

We also rank agencies and subcomponents using statistical analysis for each of the 283 organizational units rated and ranked in Best Places.

Some Additional Findings

- We see a different picture in the 2007 rankings. The overall employee satisfaction score (government wide) is almost identical to 2005 and only about 40 percent of the organizations increased their scores in 2007.
- We found that, government wide, the major drivers of employee satisfaction/engagement are effective leadership, employee skills and mission match, and work/life balance.
- Research on employee satisfaction (including Best Places) shows that lower-level employees are generally less satisfied than their higher-level colleagues. That’s why the SSA story is encouraging.
- Another good news story is the rising participation rate in the OPM Federal Human Capital Survey on which the Best Places rankings are based. For 2007, the response rate increased to 57 percent, up from 54 percent in 2005 and 51 percent in 2003.
- Survey participation is important because it is a behavior that demonstrates increased employee engagement. Employees who don’t care, don’t trust, or think others don’t care, will not take the time to fill out surveys.

Getting Started

To improve employee satisfaction, listening to employees is a logical place to start. In the federal government, the employee survey and Best Places rankings are a big advantage. Many state and local government organizations also conduct employee surveys.

But employee survey data is useful only if it is used. So, we also recommend that public sector managers and leaders...
Getting Our (Foreign) Affairs in Order: Project Horizon

John Kamensky

An amazing thing is quietly occurring in the depths of the federal foreign affairs bureaucracy. It is slowly but surely defining and organizing for the future around different scenarios that the U.S. may face in the next 20 years. This effort reaches across more than two dozen federal agencies that have a hand in how the government sets priorities and acts on them across the globe. These agencies touch on issues ranging from food security to pandemics to climate change to counter-drug strategies. To these agencies, “globalization” is a fundamental fact of life, not a buzzword!

The initiators of this “revolution” are a quiet and unassuming deputy assistant secretary at the State Department, Sid Kaplan, and two high-energy analysts on his staff in the Office of Strategic and Performance Planning—Jason Feely and Rudolph Lohmeyer. Typically, the phrases “State Department” and “cutting edge management practices” have not been used in the same sentence.

But this case is different! Lohmeyer, who served as the project’s director, joined Kaplan on loan from the private sector, where he had acquired expertise in scenario planning. It seems the success of their effort has been driven by their grassroots approach, largely at the senior career staff levels. Their approach seems to have avoided the traditional institutional posturing the results in turf battles, not collaborative solutions.

So how did this start? Back in 2005, the State Department met with senior executives from across the federal government and the White House National Security Council to explore ways to develop the interagency capabilities that would be crucial to successfully navigating global challenges that may face the nation over the next 20 years. This ambitious effort—dubbed “Project Horizon”—led to an ongoing relationship among over 200 senior executives across more than two dozen agencies. The project was funded and governed jointly by all of the participating agencies.

The group agreed on three goals: to identify strategic interagency capabilities that the government needed to develop and invest in over the next 20 years; to provide participating agencies with a scenario-planning toolset that they could each use independently; and to develop an institutionalized interagency planning process.

But what could possibly constitute some valid “operating environments” that the federal government might face over the next 20 years? The State Department team was inspired by the scenario planning approaches used by the Coast Guard and the Centers for Disease Control and Prevention. Recognizing that they were “not smart enough to forecast THE future … but that we could develop and plan against a range of possible futures,” the interagency team created a range of different possible scenarios. The five final “plausible alternative future” scenarios were selected via a series of planning workshops and finalized by the Senior Principals Board that governed the effort. Kaplan cautions that these scenarios are “not intended to be forecasts of the future,” but rather serve as a carefully constructed set of contexts for developing and testing strategies. In this case, the interagency strategic conversations focused on identifying the capabilities the federal government should consider developing in order to be ready to address any one of the five. These strategic conversations led to the development of 10 “big ideas” that policymakers should consider developing as interagency capabilities. Again, Kaplan stresses, “these interagency capabilities do not represent an integrated framework, but rather 10 discrete capabilities” that the group believed would be valuable to address future challenges.

The 10 Big Ideas

The 10 strategic interagency capabilities that the planning group surfaced that seemed to have value across all five of the scenarios are:

- Quadrennial Strategic Review. The government currently lacks an integrated strategic plan for global affairs that translates the high-level guidance in the National Security Strategy into a specific set of strategic and performance goals and assigns lead and supporting agencies. The idea would be to conduct a coordinated, regular integrated strategic planning process for U.S. global affairs that links the President’s National Security Strategy with other National Strategies, agency strategic plans, and—significantly—budget submissions.

- Interagency Fusion Groups. Inspired by the states’ homeland security fusion centers, and the emergency-based Incident Command System, be able to create, staff, and monitor time-limited interagency organizations targeted to address emerging strategic issues with clear lines of authority, resources, and accountability.

- Partnership Frameworks. Create a capacity for the federal government to more effectively partner with non-federal entities—states, localities, nonprofits, foundations, and the private sector. One model might be the Emergency Management Assistance Compacts that have led to ad hoc sharing of resources on an as-needed basis.

- Global Hazards Planning and Response. Create the integrated federal planning and rapid response capability that can be activated for significant global hazards—such as tsunamis—in partnership with other nations and non-governmental actors (e.g., corporations and nonprofits), as appropriate.

- Global Health Engagement. Mobilize interagency and non-governmental public health assets to advance U.S. leadership and public diplomacy efforts.

- Science and Technology Incentives. Create a framework that aligns the $140 billion in federal government science and technology investments with emerging, long-term global priorities, and rewards cross-agency and cross-academic and private sector initiatives.

- Global Domain Foresight. Maintain “anticipatory” global domain awareness to enable proactive responses to emerging man-made and natural threats.

- Governmentwide Information Sharing. Follow the intelligence community’s lead in transforming how information is shared across the government, including a shift from the “need to know” model to a “need to share” model of information access.

- Human Resources Model for Global Affairs. Like the Intelligence Community, develop a cross-governmental pool of human capital policies, procedures, and incentives to assemble a cadre of capable, integrated, and trained personnel for global affairs activities.

- Global Affairs Learning Consortium. Create a jointly governed network of federal global affairs training institutions that mutually leverage training, exercises, and experimentation on behalf of all federal global affairs professionals.

The remarkable interagency team that drove this effort is now being institutionalized as the Horizon Interagency Strategic Planning Group (ISPG), and is exploring possible implementation of capabilities from this group of 10 in the coming months. However, it is just as possible that this list could well become a ready toolkit for action by the next Administration. Fast action could be possible since the group has already invested two years of collaborative efforts to build some degree of cross-agency consensus.

In any case, the group believes that the efforts to develop a common understanding of future challenges is valuable in itself because it has helped agencies develop a tool set and an understanding of scenario planning that each agency can independently use in its own planning efforts as they develop their next round of strategic plans under the Government Performance and Results Act.

Want to submit an article to PA TIMES?
Contact Christine McCrehin for guidelines at cjewett@aspanet.org
Hispanics Remain Largest Minority Group in United States

From MINORITY POPULATION, pg. 1

Hispanics accounted for almost half (45.5 million) of the national population growth of 2.9 million between July 1, 2005, and July 1, 2006.

California had the largest Hispanic population of any state as of July 1, 2006 (161,000), followed by New Mexico (135,000), with Georgia (101,000) and Florida (86,000) next. In the District of Columbia, the black population comprised the highest proportion (21 percent) of the total population (44 percent), with California and Texas (36 percent each) next in line.

Black

- The black population increased by 1.3 percent, or 522,000, between 2005 and 2006.
- New York had the largest black population in 2006 (3.5 million), followed by Florida (3 million) and Texas (2.9 million). Texas had the largest numerical increase between 2005 and 2006 (305,000), with California (283,000) and Florida (161,000) following. In New Mexico, Hispanics comprised the highest proportion of the total population (44 percent), with California and Texas (36 percent each) next.

Asian

- The Asian population rose by 3.2 percent, or 460,000, between 2005 and 2006.
- • California had the largest Asian population on July 1, 2006 (5 million), as well as the largest numerical increase during the 2005 to 2006 period (114,000). New York (1.4 million) and Texas (882,000) followed in population; Texas (43,000) and New York (34,000) followed in numerical increase. In Hawaii, Asians made up the highest proportion of the total population (56 percent), with California (14 percent) and New Jersey and Washington (8 percent each) next.

Non-Hispanic White

- The non-Hispanic, single-race white population, which represented 66 percent of the nation’s total population growth, increased by 2.9 million between July 1, 2005, and July 1, 2006.
- California, New York and Texas had the largest population of this group (15.7 million, 11.7 million and 11.4 million, respectively), but Texas experienced the largest numerical increase (104,000), followed by Texas (2,000) and Florida (1,500) next. In Hawaii, Native Hawaiians and Other Pacific Islanders comprised the largest proportion (21 percent) of the total population, followed by Utah (1 percent) and Alaska (0.9 percent).

American Indian and Alaska Native

- The American Indian and Alaska Native population rose by 1 percent or 45,000, from 2005 to 2006.
- • California had the largest population of American Indians and Alaska Natives (689,000) on July 1, 2006, with Oklahoma (397,000) and Arizona (331,000) next. Arizona had the largest numerical increase (8,000) since July 1, 2005, followed by Texas (7,000) and Florida (4,000). In Alaska, American Indians and Alaska Natives made up the highest proportion of the total population (18 percent), with Oklahoma and New Mexico, at 11 percent each, next.

Native Hawaiian and Other Pacific Islander

- The Native Hawaiian and Other Pacific Islander population rose by 1.7 percent, or 17,000, from 2005 to 2006.
- • Hawaii had the largest population (275,000), followed by California (260,000) and Washington (49,000); California had the largest numerical increase (3,400) of people of this group, with Texas (2,000) and Florida (1,500) next. In Hawaii, Native Hawaiians and Other Pacific Islanders comprised the largest proportion (21 percent) of the total population, followed by Utah (1 percent) and Alaska (0.9 percent).

Dirty for Ethical Administration

From THOUGHTS, pg. 7

obligation as a profession, as a discipline, and as a priority point for many persons in public service to provide a continuous voice for ethics, and integrity for all persons who work to provide public services in our society. ASPA, one of the most recognized professional organizations in public administration, continues to serve as a catalyst for ethical action and for the achievement of ethical administration.

Let each of us strive to improve our appreciation and understanding of the importance of ethical administration, not only as it impacts us as public administrators, but as consumers, taxpayers and citizens.

ASPA member Wayne A. Jones is assistant professor of public administration at Virginia State University.

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**Public Management and the Visible Hand**

**H. George Frederickson**

There is little doubt that public administration borrows too many fads and fashions from business and tries too often to apply inappropriate business notions to the public sector.

One reason is that for the last 30 years academic public administration has largely abandoned the study of organization and management in favor of policy studies, leadership studies, studies of the staff functions, and democratic philosophy. In the absence of our own home grown concepts of organization and management, we have been left to borrow from sociology, social psychology, economics, and business administration.

Consider, for example, the claim taken from economics that grafting concepts of market-like competition onto government will make it more efficient and economically.

In a free market, Adam Smith argued, an “invisible hand” will allocate resources in a way that will strengthen effective competition, and make it more efficient and economically. The “invisible hand” will dictate that it was not the invisible hand of the market that determined corporate effectiveness but the visible hand of management. His book, The Visible Hand: The Managerial Revolution in American Business, which won both the Pulitzer and Bancroft prizes in 1978, rewrote the course of American economic history.

The key findings in The Visible Hand are:

- The origins of the modern enterprise traces to the recognition that administrative coordination does a better job than the market in enhancing productivity and lowering costs, particularly as enterprises grow and their production increases.

- A managerial hierarchy is necessary.

- Once a managerial hierarchy is in place, it becomes its own source of permanence, power, and continued growth.

Instead of Adam Smith’s theory of the “invisible hand” of the market, public administration should have borrowed Alfred Chandler’s theory of the “visible hand.” But it is not too late.

Based on his detailed studies of the historical evolution of businesses, Chandler determined that it was not the invisible hand of the market that determined corporate effectiveness but the visible hand of management. His book, The Visible Hand: The Managerial Revolution in American Business, which won both the Pulitzer and Bancroft prizes in 1978, rewrote the course of American economic history.

Chandler pointed out the visible hand of corporate management is separate from corporate ownership—the stockholders. In public administration we call this the policy-administration dichotomy, and we are fond of arguing that it is neither empirically true nor especially important.

In fact, following Chandler, the extent to which the visible hand of management is uncoupled from ownership—i.e. the case of public administration this means operating at arms-length from elected law makers and executives—i.e. is critically important to institutional effectiveness.

It is reasonable, under such arrangements, to worry about bureaucratic accountability to elected officials and about goal displacement.

Some elected officials and public administrators have been so worried about bureaucratic accountability and about the cost associated with effective public agencies that they have shrunk the ranks of the public service and put layers of political appointments at the top of agencies.

The separation between democratic “ownership” and the effective management of public agencies is too often politically breached. So, although there is a public visible hand of management, it is a weak hand. These days, public managers are less able to defend the longer view of policy, and agencies lurch from election to election, lacking the kind of stability required for long-range effectiveness.

Democratic law and policy making are essential, as are legislative and executive oversight, but too much political intervention in the day-to-day implementation of public policy is harmful to the effective and democratic government.

It is time to worry less about the democratic accountability of the public service and to worry more about the competence, independence, resources, and managerial leadership of the public service.

Applying Alfred Chandler’s theory of the visible hand to public administration can help.

ASPA member H. George Frederickson is Stone Professor of Public Administration at the University of Kansas and co-author of The Public Administration Theory Primer and The Adapted City: Institutional Dynamics and Structural Change. E-mail: gfred@ku.edu
City of Progress, Part 3: What If...

Steve, the city manager who announced he would become a woman in the City of Progress and was promptly put on administrative leave by a 5-2 vote of the city commission, requested a formal public hearing to hold on to his job. He believes he could educate and convince city commissioners (or at least three since five of the seven would have to vote in favor of the motion to terminate him) that he could serve the city just as well as a woman as he could as a man.

Alas, he failed as the city commission voted 5-2 to end his employment contract. “Officials bow to mob prejudice...the community and most elected officials turned on the city manager and kicked him to the curb” said the lead editorial of the local newspaper.

But...what if he succeeded in persuading three commissioners to support him? Let’s imagine.

Steve now Susan reports to work dressed in female clothing complemented by feminine styling and makeup even though he has not completed gender reassignment. His first days on the job evoke some stares, some evasiveness and some smirks by city employees, all politely ignored by Susan. But as days pass, city employees appear to adjust. Susan is no longer the physical oddity in their midst.

Nonetheless, Susan recognizes that there is a leadership challenge.

Questions:

• What should Susan do to alleviate the anxiety still felt by some rank-and-file city employees about their “new” boss? For example, from a practical perspective, should Susan use the men’s or women’s bathroom? Neither?

• What should Susan do to ensure that the management team stays a team?

• What should Susan do about the four commissioners who voted to dismiss her?

• What should Susan do to persuade a doubting community about her commitment to the well-being of the city?

• What leadership style or approach should Susan assume toward city employees? Her management team? The community?

• Is it hypercritical to believe that Susan can lead with integrity? Why or why not?

Source: Based on a real case, see St. Petersburg Times, March 24, 2007.

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No Easy Road to Happy Employees

From BEST PLACE TO WORK, pg. 8

consider the following steps:

• Develop a plan to use employee feedback and improve. Employee surveys don’t deliver all the answers, but can identify the key issues.

• Share the information—all of it. A common complaint from employees who have taken time to complete an employee survey is that they don’t get feedback on the overall survey results or what management plans to do about them.

• Analyze changes over time, among peer organizations and to other relevant data (e.g., turnover, workforce demographics, performance outcomes, etc.). An organization’s best barometer may be its own survey data tracked over time. Are employee attitudes improving or getting worse, and why? Larger organizations that have several work units doing similar work can also track differences among those work units.

• Develop and communicate improvement goals. Employees want to know that their opinions matter. If they have helped identify ways to improve organizational effectiveness and the work environment, let them know how the organization intends to respond, and when.

• Focus on end results and track changes over time. Improvement efforts driven at least in part by employee surveys are not intended to produce “happy employees,” per se, but improved organizational effectiveness. The good news is that improved employee satisfaction often positively correlates with better organizational outcomes, especially if employees clearly understand what the desired outcomes are and how they contribute to them.

• Benchmark against the best and learn from your own successes— and failures! Not every effort to improve the work environment will succeed, but having a clear benchmark, such as periodic employee survey results, will help determine over time what works, and what doesn’t.

The bottom line? There isn’t an easy road to generating a high level of employee engagement but, if you look closely enough, you can find the road signs.

ASP A member Bob Lavigna is vice president of research for the nonprofit, nonpartisan Partnership for Public Service.

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Brookings Institution and ABC News Launch Opportunity 08 to Foster Policy Discussion in Presidential Race
Washington DC–The Brookings Institution announced today that it is joining with ABC News to launch a new project to help presidential candidates and the public focus on critical issues facing the nation. The new Opportunity 08 project and its website, www.opportunity08.org, will provide policy ideas and information on a broad range of issues facing America's next president. It will also serve as a forum to discuss solutions to America's most pressing policy challenges.

As part of the project, more than 20 experts from the Brookings Institution will publicly present policy ideas for America's next president on a wide array of domestic and foreign policy questions, including tax policy, energy security, the deficit and Iraq. Those ideas will also be featured on the ABC News website at www.abcnnews.go.com/politics and on ABC News Now, which provides live 24/7 news coverage online, on television and on mobile devices.

Americans are increasingly demanding more than sound-bites,” said Brookings President Strobe Talbott. "They're looking for fresh thinking, constructive ideas, and imaginative but realistic solutions to the pressing issues of the day. Opportunity 08 will provide candidates and the public with the opportunity to get to the facts and discuss ideas to move our nation forward.

By partnering with ABC News, we're taking our reach to a new level,” he added. “Together we will reach millions of interested Americans on-line and through their PDAs and cell phones. We're offering the public a chance to log on and read about possible solutions to both domestic and foreign policy challenges. And we're encouraging candidates and their staff to do the same.”

Political analysis will also be posted on the Opportunity 08 website as a way of covering the policy dimension of the presidential race, rather than simply the "horserace" aspect of the campaign.

To receive regular Opportunity 08 updates, visit www.opportunity08.org.

State of Connecticut Refuses to Negotiate in Good Faith with Public Safety Officers
State's Disregard of Board of Labor Relations Rules Marking First-ever Refusal to Bargain with its Unionized Workforce
Hartford, CT–February's certification by the Connecticut Board of Labor Relations of last year’s election by captains and lieutenants in the Department of Public Safety (DPS) to form a union, the State has rebuffed numerous requests to begin formal contract negotiations. The newly unionized members met in late-April and voted to file a complaint with the Labor Board in order to force compliance with the ruling.

“As captains and lieutenants in the State Police, we abide by the rules, and we expect the State to do the same” Bob Tolomeo, the president of the new CSEA/SEIU Local 2001 Chapter said of the State’s actions. “We have no intention of jeopardizing public safety; that is why we believe we must take every legal, proper step available to move the State to abide by its own Labor Board’s ruling” Tolomeo continued.

State Police lieutenants and captains voted to unite for a greater voice on the job in July of 2006 by a unanimous vote. Through its Office of Labor Relations, the State attempted to overturn the election claiming these dedicated public safety professionals had no rights to bargain collectively.

The Labor Board rejected the State’s argument and certified CSEA/SEIU Local 2001 as the exclusive bargaining agent for State Police captains and lieutenants. Despite the ruling, the State indicated it will not meet to begin bargaining in a letter sent to the Local last month.

“We gave the State a chance to fix inequities long before we united to negotiate collectively” Tolomeo observed of the conditions that lead to last year’s election. “After one of the biggest steps forward for our agency in more than 100 years, the State’s actions could very well impact their overall ability to retain valued public safety professionals” Tolomeo concluded.

The refusal to meet with the members of any of its public service employee unions represents an unprecedented violation of the State’s duty to bargain collectively. The dispute appears headed to court and is likely to present the Office of the Attorney General with forcing the decision to defend the State's Office of Labor Relations in what will be a historic case.

Over Sixty Groups Announce National REAL ID Public Campaign
Washington, DC–Over 60 organizations representing trans partisan, nonpartisan, privacy, consumer, civil liberty, civil rights and immigrant organizations have joined to launch a national campaign to solicit public comments to the nation’s first national ID system: REAL ID.

The groups joining in the anti-REAL ID campaign are concerned about the increased threat of counterfeiting and identity theft, lack of security to protect against unauthorized access to the document’s machine readable content, increased cost to taxpayers, diverting of state funds intended for homeland security, increased costs for obtaining a license or state issued ID card, and because the REAL ID would create a false belief that it is secure and unforgeable.

This effort builds on the momentum that is signaling broad opposition to the REAL ID in the states. Montana has become the fifth state, following Maine, Idaho, Arkansas, and Washington, to prohibit cooperation with the Department of Homeland Security in implementing the REAL ID national identification system. Under the Act, states and federal government would share access to a vast national database that could include images of birth certificates, marriage licenses, divorce papers, court ordered separations, medical records, and detailed information on the name, date of birth, race, religion, ethnicity, gender, address, telephone, e-mail address, Social Security Number for more than 240 million with no requirements or controls on how this database might be used. Many may not have the documents required to obtain a REAL ID, or they may face added requirements to use them on or capricious decisions made by DMV employees.

For more information, visit the Stop REAL ID Campaign site: www.privacy-coalition.org/stoprealid

American University Announces Call for Nominations for Federal Leadership Award
Roger W. Jones Award Honors Superior Leadership, Commitment to Career Development
Washington, DC–American University’s School of Public Affairs announces the call for nominations for the 2007 Roger W. Jones Award for Executive Leadership. The award, presented to outstanding federal leaders nominated from all agencies and across the nation, recognizes two public servants in the federal government whose work is marked by extraordinary effectiveness during a career, or in a single mission achievement.

The criteria for award recipients are:
• Superior leadership with outstanding organizational achievement.
• A strong commitment to effective continuity of government by promoting career development and a cadre of future federal managers and executives.

Nominations must be members of the Senior Executive Service (SES). Nominations will be accepted until June 29, 2007. To view the nomination procedure, go to “News & Events” on the School of Public Affairs website http://spa.american.edu and select “Roger Jones Awards” from the drop down menu. Nominations may be made by presidential and other administration appointees. Self-nominations are not accepted. Award recipients, chosen by the Roger W. Jones Selection committee, will be honored in a special awards ceremony in fall 2007 and will each receive $2,500.

If you have a report for this column, contact Christine McCrehin at cjewett@aspnet.org.
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Public Administration Review Continues to Make Strides

ASPA’s Journal Doing Well with Article Downloads Near 400,000 and Subscriptions Up 13%

Matt Rankin

Blackwell Publishing, who publishes Public Administration Review (PAR) on behalf of ASPA, recently reported on the journal’s achievements in 2006.

Circulation and Readership
The total institutional circulation of PAR, including full-rate subscriptions and consortia access, increased 13 percent in 2006. PAR articles were downloaded 393,813 times through Blackwell Synergy and other online hosts, an increase of 38 percent compared to 2005. The total number of readers that signed up to receive e-mail table of contents alerts to PAR increased 36 percent. By the end of 2006 there were 1,065 e-tocs subscribers, compared with 783 in 2005. The PAR article downloaded the most from Synergy in 2006 was “Managing Successful Organizational Change in the Public Sector,” by Sergio Fernandez and Hal Rainy, published in Volume 66, Issue 2.


Increasing the Visibility of PAR and ASPA
Blackwell promoted the contents of PAR, offered a free sample copy and provided information about ASPA on key academic and professional listservs. These included discussion boards, user groups, forums and media outlets across relevant disciplines.

An electronic trial featuring all details and information about PAR, ASPA and the 2006 Special Issue on Collaborative Management was sent to more than 21,000 subscribers, compared with 1,005 in 2005. The campaign specifically promoted readership of the special issue online. Contacts included current Blackwell customers and professionals from public administration, policy studies, political science and business and administration and management. Blackwell and ASPA are also utilizing the special issues and electronic campaigns to work to increase ASPA membership.

In addition, Blackwell arranged a presence for PAR at more than three dozen major conferences worldwide, reaching approximately 40,000 individuals. Advertisements to raise visibility to a broader global audience for PAR and ASPA were included in several relevant journals throughout 2006.

Blackwell worked with PAR journal authors and editors to gain press coverage of the quality content published in PAR. In 2006, Blackwell and the PAR editorial office drafted a press release promoting “Organizing for Homeland Security after Katrina: Is Adaptive Management What’s Missing?” by Charles Wise. In February, a press release based on “The First MBA President: George W. Bush as Public Administrator,” by James P. Pfiffner, was distributed. By providing PR services at the article level, Blackwell is increasing readership of the content, visibility of the journal and the profile of ASPA.

PAR Goes Green
In March 2006, Blackwell was the first global publisher to become CarbonNeutral and make a commitment to reducing our impact on the environment. By becoming CarbonNeutral, Blackwell is aiming to offset carbon dioxide emissions caused by their use of energy, shipment of books and journals and business travel.

Merger with John Wiley
In November 2006 Blackwell announced that they were being acquired by John Wiley & Sons, Inc. This merger will strengthen and develop Blackwell’s position as the world’s leading society publisher.

In addition to a vastly expanded sales reach, in Asia in particular, this merger will allow for a more detailed analysis of journal usage and subscription trends around the world. This analysis has always been important to the development of marketing plans for each journal published by Blackwell. It will allow for the implementation of even more unique strategies for increasing usage and citations for PAR.

Major investments in technology and the delivery of electronic journal and book content will enable Blackwell to reach more readers in different ways and provide enhanced service to the authors that contribute to the journals and books that we publish. ASPA expects our productive relationship to continue and grow, benefiting our members and the profession of public administration.

Make sure your library is getting the premier journal in public administration. Visit www.blackwellpublishing.com/par for information on subscribing.

Matt Rankin is ASPA’s senior director of program and service development.
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ASPA President Meets with Mississippi Congressman

ASPA President Harvey White (left) discusses human security and Hurricane Katrina recovery issues with Mississippi Congressman Bennie G. Thompson (D-MS). The Congressman is a longtime friend of ASPA and has agreed to speak at ASPA’s 2008 Annual Conference in Dallas, TX, if it does not conflict with his work in Congress.

Accountability Cases Available

ASPA and CAP Publish Set of Cases

Matt Rankin

ASPA and its Center for Accountability and Performance (CAP) are pleased to announce the publication and availability of Accountability Cases.

This innovative series, edited by Robert Schwartz and Daniel W. Williams, uses real-world cases to illuminate concepts in accountability. Cases are designed to provoke thinking about accountability dilemmas and policy decisions that public servants are likely to encounter in their professional careers.

Cases raise issues and dilemmas by linking theoretical perspectives with tangible experiences and are a cost-effective resource for educators, workshop leaders and ASPA Chapters. Each case comes with questions and/or role-playing exercises to help guide the discussion. Accountability Cases can also be purchased individually and used as a self-study exercise.

The first two cases published in this series, “The New York Police Officer: Democratic and Moral Accountability in Conflict” by Sarah Ryan and Daniel W. Williams, and “Elusive Accountability: The Versailles Case” by Robert Schwartz, are available for sale in PDF format by visiting the ASPA Store at www.aspanet.org.

Both cases debuted at a professional development workshop conducted by Robert Schwartz, University of Toronto, at the recent ASPA Annual Conference in Washington, DC. Participants commented on how useful and relevant the cases were.

For a limited time, the cost for each copy is only $3.00 with no shipping costs. Simply select the quantity needed when ordering. After payment is verified (normally the next business day), a password protected PDF file will be emailed to the customer.

Matt Rankin is ASPA’s senior director for Program and Service Development.
E-mail: mrarkin@aspanet.org

PAR, ASPA’s bi-monthly journal, is the Society’s flagship publication.
Two months in office and I am still excited with high expectations for our Society. The “opportunity to serve” is truly gratifying. Key management seminars, numerous visits to chapter functions, state meetings and other ASPA-related events, as well as convening the ASPA Leadership Retreat in Dallas, TX, has enhanced my appreciation for both the quantity and quality of work ASPA does.

Emphasis is placed on opportunity and work because it is a privilege to witness, first hand, the array of excellent programs and activities taking place at all levels in our Society. It is also a wonderful and uplifting experience to work with volunteers and other ASPA leaders who are transforming public administration. So how does this relate to “Transformational Ethics, Leadership and A Workplan for ASPA”?

First, most of the Strategic Priority proposals considered at the May 4-6, 2007, ASPA Leadership Retreat in Dallas were inspired by and build upon current work because it is a privilege to witness, thus highlighting the exclusive work of our Society, we are looking for expanded opportunities to utilize their skills and talents. The high level of passion and energy they are putting into their endeavors is a uplifting experience to work with.

Second, ethics and integrity are intricate components of our core values and represent a crucial framework for developing all strategic priorities for ASPA. Finally, in order for the 2007-2008 ASPA Workplan to be successfully implemented, we must utilize the transformational leaders who are currently achieving excellence in their chapters, sections and organizations, and are looking for expanded opportunities to utilize their skills and talents.

Third, our members are beginning to volunteer their time and talent to help advance the work of our Society. A new sense of pride and accomplishment is reverberating throughout the public service profession and ASPA is in the midst of it. Phil would be pleased with the positive excitement and vision ASPA is helping to generate for public service.

For ASPA to benefit from this vision and excitement for public service, we must not only embrace it but become its champion. Each of us must become the conveyers of our mission. We must take every opportunity to influence others to embrace this transformation of attitudes, behaviors, and values that bode well for ASPA. Most importantly, as leaders of this transformation, we must create the trust and demonstrate the integrity necessary to sustain this renewed interest and support for our profession. In essence, we must be able to promote ourselves and ASPA as an expression of the new vision for public service. How do we do this? It is a matter of ethics and integrity, which must be reflected in all of our Strategic Priorities, Specific Strategies and Activities.

As Bernard M. Bass points out in his “Transformational Ethics of Transformational Leadership, we must be a source of inspirational motivation that provides “challenges and meaning for engaging in shared goals and undertakings.” ASPA must be a wellbeing for “intellectual stimulation” to help public servants question assumptions and generate more creative solutions to problems. We must also facilitate the individual consideration necessary to meet the varied needs for coaching, mentoring and growth opportunities prevalent in our profession.

However, even more is required. Each of which must be grounded in the professional ethics of our Society.

Transformational leaders, according to Bass, concentrate on “terminal” or core values which include ethics and integrity. They also “see the responsibility for their organization’s development and impact on society.” By these criteria, leadership must not only contain the interconnected components of inspirational motivation, intellectual stimulation, and individualized consideration, but also an idealized influence or charisma characterized by high moral and ethical standards. There is significant synergy between transformational ethics, leadership and the 2007-2008 Workplan developed for ASPA, the emphasis on core values constitutes a common framework for connecting us to our membership, officers, staff, and the goals set forth for this year. The commitment to serving citizens effectively, using public resource efficiently, acting ethically and with integrity, and promoting social equity emanates from our Society’s core or terminal values, and is the inspiration for developing ASPA’s 2007-2008 Workplan.

This Workplan is designed for engaging ASPA members in shared goals and undertakings; generating more creative solutions to problems; and addressing needs for coaching, mentoring and growth opportunities in our profession. The Workplan was developed during the ASPA Leadership Retreat is also intended to help create an idealized influence or charisma in and about our Society that will enable us to not only transform our organization, but be the catalyst for advancing excellence throughout the public service profession.

The ASPA 2007-2008 Workplan contains six strategic leadership priorities that serve as program parameters for this year. These six leadership priorities will be the focus of our volunteer and staff activities, and will provide direction for our strategic management agenda. Specific strategies were developed to address these priorities and in several instances programmatic activities have been prescribed. In addition, leaders were assigned to coordinate implementation of specific strategies and programmatic activities. These leaders will need our support to make the ASPA 2007-2008 Workplan effective. If we truly believe in the premises found in our Society’s vision for public service and the transformation leadership it connotes, we can creatively overcome any obstacles confronting ASPA’s mission of advancing excellence in public service.

ASPA member Harvey White is ASPA president-elect and professor at the University of Pittsburgh. E-mail: hwhite@asouthal.edu (please copy rmcholos@asouthal.edu on all correspondence)
Chapter News

Anatomy of a Successful ASPA Chapter Event

South Florida Chapter Hosts "Best Practices" Conference

Ray de Arrigunaga

Back in the Fall, 2006, at a regular meeting of the ASPA South Florida Chapter Board of Directors, a proposal was made to convene a conference to take place sometime during the Spring of 2007. The focus of the conference would be on the public administration practitioner. The Board collectively felt that many municipalities and local governments were developing and implementing highly productive, high quality programs and procedures, many of which would probably be of great interest to other like-minded governments. The decision was made to proceed. Obviously, there were issues that needed to be addressed and resolved.

Issue #1: Where would this conference take place? The solution was that the University of Miami School of Business agreed to provide us, free of charge, with four multi-media classrooms, each one seating about 40 people; a 300 person capacity multi media auditorium as well as its adjacent lobby; the 130 person capacity executive dining room; and access to the university parking garage.

Issue #2: Who would be invited? We felt that the people who could best benefit from attendance and participation at such a conference would be the professional staffs of the Miami Dade County and Broward County Governments, as well as the staffs of the 70 somewhat-odd municipali-

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

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

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

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Available online at no extra charge to institutional subscribers!
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Miami Dade County Mayor Carlos Alvarez delivers the Keynote Address at the South Florida Chapter Best Practices Conference.

outstanding, considering that our solicitation area for participation and attendance was only a two county area, and that we virtually neglected the federal sector as well as most of the State of Florida. We felt that the governments “…on the front lines…” (i.e., local governments) were the entities that would stand to derive the most benefits from the conference. Many governments participated on the panels because they were very proud of what they were doing in a variety of areas and wanted the attendees to know what they were doing.

Of interest was that all publicity for the conference was performed by e-mail, with the exception of four, 1/8th page ads in the PA TIMES.

At the time that the conference was being conceptualized, we made it a point to invite as many potential presenters as possible, even if their presentations had been delivered elsewhere at other conferences. What we were interested in was getting the “word” out: what successful “Best Practices” were being developed and implemented by practitioners within our two-county area? Many opportunities were presented to the attendees and participants for networking and exchange of information and business cards.

Anecdotally, from comments heard overheard during the breaks, the lunch and the cocktail party, this was a truly outstanding conference. We did not hear a single unsatisfactory comment nor remark, but we did receive many e-mails and comments applauding our efforts and achievements.

What the success of the conference did prove to us was what many of us have suspected for a long time, and that is, that ASPA—to include its practitioners and academicians—must turn its attention a lot more to the millions of public administration practitioners in this country, especially at the level of local government. Therein lies the future of a successful, growth-oriented, viable, relevant ASPA. On a personal note, I do not believe that we are anywhere near achieving this goal, but I also do believe that it can be accomplished.

Additional information regarding the conference may be obtained from the website of the South Florida Chapter at: www.ASPAONLINE.ORG/SOUTHFLA

ASPA member Ray de Arrigunaga is the South Florida Chapter president. E-mail: RDEARRIG@BELLSOUTH.NET

The date for the event was set at Friday, April 27, 2007. The Keynote Speaker was the Mayor of Miami Dade County, the Honorable Carlos Alvarez; and the luncheon speaker was ASPA President-Elect Don Klingner. Our final count was about 120 attendees, which we felt was
New ASPA Members

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

Please note: Members rejoining ASPA are not included on this list.
The 2007 Florida ASPA Conference was held at St. Petersburg College on May 11, 2007. ASPA National President Harvey White spoke about the merits and virtues of public service and also participated on a conference panel. Pinellas County Administrator Steve Spratt (above) was the opening speaker and addressed best practices in local government. Conference attendees braved the smoke from the fires that consumed the state to hear top notch presentations on performance measures, program evaluation, ethics, the housing crisis, health care, collaborations between academia and practitioners, and succession planning. Steve Liebowitz, of Wisdom at Work, conducted a customer service workshop. The closing forum was Collaborative Communication to Engage the Public; panel members included communications directors from surrounding cities.

The 2007 Florida ASPA Conference will be held on Friday, May 2, 2008.

Shayla D. Guy, Charles E. Mentfield

On Wednesday, February 21, 2007, the Mid-South ASPA Chapter featured ASPA President Harvey White, then president-elect, as a part of its ASPA Spring Speaker Series. His topic, “Transformational Public Service,” was delivered to MPA students, ASPA members and alumni at the University of Memphis.

In his presentation, White discussed the role of public administrators as public servants, “making America work” so that “we all have access.” He explained that public service is a form of social enterprise, created to serve the common good and eliminate that which does the opposite, and argued that public administrators are natural catalysts for change since we solve problems, build capacity, and facilitate transformation.

As a result of the information age and rapidly changing environments, he convincingly argued that the traditional criteria for employment of labor, production of materials and utilization of capital facilities, no longer applies since the technological age has permitted a shift in where, when and how work is done. Consequently, public managers must continue to develop the talents and skills to effectively harness scientific and technological innovation function in the global community.

Although White discussed several aspects of global organization, the dwindling distinctions between the public and private sector is what captured the attention of the audience. Public services are transitionally becoming nongovernmental. Even the financing of public services is beginning to change as foundations, governments, mass appeals, religious charity and corporate financing begin to play major roles in the production of (servicing) the “common good.”

He ended his seminar by explaining that transformational public service occurs when, “We (as public administrators) believe in each other and when we believe in America.” He used the Exxon Valdez accident in Alaska as an example. Many people lacked faith that the government would manage the cleanup properly and hold Exxon accountable for the accident. White argued and explained that through this belief, “citizens became co-producers of public services.” That is, we must believe that the government works to our benefit as well as to the benefit of our neighbors. As a result, we buy into the idea that we make a difference in determining how public administration occurs.

At the end of the seminar, the audience had an opportunity to engage the speaker.
2008 Election Nomination Period Open

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

ASPA’s 2008 National Council Recommendation Form

General Information
Name:
Gender: Male _____ Female______ Date of Birth: _________ Ethnicity: _____________________
Title:
Place of Employment:
Address:
City, State, Zip:
Telephone: ______________________ fax: ______________________________ e-mail_____________________

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

Other Information
The following information should be submitted on a separate sheet of paper.
- Contributions to ASPA such as offices held in chapters and sections, service on national committees, regional and annual conference participation and publications.
- Contributions to the field of public administration.
Recommended by:
Daytime Phone: ______________________ fax: ______________________________
Representing: ___ Chapter ___ Section ___ Self
Indicate the name of the Chapter/Section if recommendation is by vote of a Chapter/Section:
I hereby certify that the information is accurate:
Name______________________ Signature: __________________
Return Recommendation Form by July 30, 2007 to:
ASPA Nominating Committee, 1301 Pennsylvania Ave., NW, Ste. 840, Washington, DC 20004 or Fax to (202) 638-4952

ASPA ELECTION CALENDAR

2007
May 1 Recommendation period opens
July 30 Deadline for receipt of recommendations
August 17 Nominating Committee selects slate
September 1 Nominees announced in PA TIMES and on ASPA website
October 13 Petition period for nominees closes
October 29 Ballots mailed
December 28 Deadline for receipt of ballots

2008
January 4 Ballots counted
February 1 Results announced in PA TIMES and on ASPA website
February 15 Appeals period for elections ends
March 10 Election results announced at ASPA Annual Conference
ASPA in Brief

ASPA Life Membership Category Under Review

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

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

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

Benefit for Members

All ASPA members receive a special discount of 20% off the normal retail price on the latest, cutting-edge publications in the field. The discount applies to M.E. Sharpe books authored or edited by an ASPA member. The books cover key issues and research in the areas of administration, leadership, financial management, budgeting, policy, ethics and local government.

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

Latest Job Listings on PublicServiceCareers.org

ASPA’s online career center, at PublicServiceCareers.org aids members’ career development at all levels, and offers the most comprehensive and useful information about careers in the field. Members are encouraged to visit www.PublicserviceCareers.org to search for available positions and post their resume. Employers can post positions and search resumes.

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Announcing For Fall Adoptions

Profiles of Outstanding Women in Public Administration

Edited by Claire L. Felbringer and Wendy A. Haynes

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

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

This book is a must have for any Introduction to Public Administration, Ethics, Women in Politics, Gender Studies or Diversity class.

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

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How equitable are administrators in the provision of public goods and services? How might equity-analysis be hard-wired into every step of delivery to ensure improved participation among vulnerable populations and the creation of more comprehensive, culturally responsive help-systems? To find out the National Academy of Public Administration and the L. Douglas Wilder School of Government and Public Affairs at Virginia Commonwealth University recently hosted the sixth annual Social Equity Leadership Conference (SELC).

More than 200 public service professionals gathered in downtown Richmond in February to discuss and review innovative models for the reduction of inequities in health, regionalism, and emergency management. Modeled applications ranged from community health centers as a grassroots solution to healthcare disparities, to pioneering uses of technology in responding to individuals with special needs in times of disaster, to community-based strategies for improved rural housing.

Conferences included policy experts and public managers, corporate citizens, leaders in non-profit organizations and philanthropy, and members of the Academy and advocacy community.

“The SELC provides a unique platform for scholars and practitioners to exchange ideas about what’s working in the field of public administration,” said Susan Gooden, professor of public administration for the Wilder School and co-organizer of the 2007 Conference. Gooden spent more than a year organizing the programming for the event working with the Academy’s Standing Panel on Social Equity, and Academy fellow and colleague, Blue Woolridge. It was she and Woolridge who developed the conference theme, “Social Equity: Putting Solutions into Practice.”

“Each year we come together to explore the ways in which we can make concrete progress in achieving social parity, and this conference in particular is a very results-oriented event. Our goal is to move conferences beyond statistics and into solutions by providing practical, replicable tools for making an impact in the communities they serve,” said Woolridge.

With more than nine plenary sessions and 17 concurrent sessions, conferences were offered a diverse roster of speakers, topics, and sessions. Among the distinguished panelists and presenters in attendance were: Elise Scott, president and C.E.O. of the Congressional Black Caucus; L. Douglas Wilder, Richmond City mayor and former Virginia governor; the Honorable Roger L. Gregory, the first African-American to be appointed to the 4th Circuit Court of Appeals, the Honorable Delegate Dwight Jones, Virginia House of Delegates; Kathryn Newcomer, president of the National Association of Schools of Public Affairs and Administration and director of the School of Public Policy and Administration at George Washington University. Steven Woolf, director of the Center on Health Disparities at Virginia Commonwealth University; and George H. Frederickson, senior Academy Fellow and distinguished professor of Public Administration at the University of Kansas.

The 2007 SELC was dedicated to the memory of Philip J. Rutledge. Rutledge was scheduled to speak at this year’s symposium but passed away on January 26, 2007. He was honored with the first annual Wilder Lifetime Achievement Award for his contributions to the field of public administration and a career in public administration that spanned more than 40 years.

Rutledge was also a Senior NAPA Fellow and had been instrumental in the creation of the NAPA’s Standing Panel on Social Equity. The Standing Panel on Social Equity is integral each year in planning the SELC. His award was accepted posthumously by his daughters, Phyllis Caldwell and Janet Rutledge. Rutledge was one of two individuals to be honored with the Wilder Award in 2007. The other award honoree was H. George Frederickson. Frederickson is best known as the intellectual father of social equity, having coined the term in the late 1950s.

The 2007 SELC represented a landmark year for the conference, with notable increases in attendance and sponsorship. According to conference planners, both figures were up considerably–nearly 400 figures were up considerably–nearly 400 percent for sponsorship and 40 percent for attendance. Sponsorship is critically important an event like the SELC, which provides high-quality programming and networking opportunities for a fraction of its market value. One of the largest sponsors of the 2007 SELC was the Joint Center Health Policy Institute, which provided more than $10,000 in programming support.

“Clearly there is a growing recognition that the business of equity in governance is important, in fact fundamental to what we do,” said Judyth Twigg, interim director of the Virginia Commonwealth University. “They are on our radar screens and our seminar rooms.”

The 2007 SELC, “Advancing Urban Governance in a Global Context,” will be hosted by the School of Public Affairs at Virginia Commonwealth University. E-mail: tfmurray@vcu.edu

For more information on how to become involved with the SELC or its planning body, the Academy’s Standing Panel on Social Equity, please visit http://www.napawash.org/.

Tiffany F. Murray is coordinator of Leadership Conference (SELC).

### 2007 SELC Session Titles

- Evaluating Water Projects and Social Equity
- Hurricane Katrina: Moving Forward with New Perspectives
- Grassroots Solutions to Healthcare Disparities
- Emerging Issues in the New Millennium: Perspectives from Wilder School Ph.D. Students
- Army Corps of Engineers’ Criteria for Evaluating Water Projects and Social Equity
- Improving Community Health Outcomes

- Kindergarten Readiness: How Fair is What We Do?
- Using Technology to Reduce Social Inequities
- Responding to Individuals with Special Needs
- Social Equity in Virginia: Past, Present and Future
- Eliminating Health Disparities: Moving Forward from Statistics to Solutions
- Solutions to Employment Inequity and Job Mobility
- Hurricane Katrina: Moving Forward with New Perspectives
- Removing Inequities in Health
- Reducing the Impact of Inequities
- What Can Be Done to Reduce Inequities
- Outcomes
- **“c” is for Equity: Social Equity in the Digital Community**
- Community Health Centers: Grassroots Solutions to Healthcare Disparities
- Social Equity in the New Millennium: Perspectives from Wilder School Ph.D. Students
- Using Technology to Reduce Social Inequities
- Improving Community Health Outcomes

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Rugumamu Delivers Lecture to Africa Working Group

Washington, DC (April 6, 2007)–The Africa Working Group, a sub-committee of the International Standing Panel at the National Academy of Public Administration, hosted Severine Rugumamu to lecture about “Post-Conflict Reconstruction in Africa: A Paradigm Shift.” Rugumamu, professor of Development Studies at the University of Dar es Salaam, Tanzania and currently a fellow at the Woodrow Wilson Center for International Scholars, spoke about Africa’s integration–or lack thereof–into the global capitalist system.

“Unequal economies and institutions have shaped the continent’s past and exacerbated the exploitation and abject poverty suffered by the majority,” said Rugumamu. “Africa has been asymmetrically integrated into the world economy from the beginnings of modern history, and that the march of global capitalism is further undermining the continent’s ability to negotiate a more beneficial position.”

Rugumamu’s research and teaching interests include African politics, African political economy and peace and security studies.

ASPA President Speaks to Chapter

in questions. Tim Ferree, a MPA alumni and ASPA member, posed the following question to the speaker: Do you have and specific ideas on future transformation events that may change the direction of public service? White responded with his definition of “transformational” public service and offered his thoughts on historical “transformational” events which directed new approaches to public service. When questioned regarding any specific ideas on future “transformational” events that may change the direction of public service, he spoke of changes related to Social Security, healthcare, homeland security, the fallout from Katrina, global warming, alternative fuels, and infrastructure changes.

A professor in the MPA program posed the question: What should students in MPA program master in order to be prepared for this new generation of public administrators? White responded, “Technology, cultural competencies, vision and a love for humanity…you must like people.”

The seminar proved to be an effective tool in reinforcing the values and ideals that are conveyed by the faculty as well as those expressed by ASPA. It also served as a mechanism to facilitate future intellectual discussion of public administration theory and what the government does and should do. We sincerely appreciate the opportunity that ASPA made available and strongly encourage other ASPA chapters to extend the invitation to White.

ASPA member Shayla Guy is a master’s student in the MPA program at the University of Memphis. E-mail: sdlguy@memphis.edu

ASPA member Charles E. Menifield is an associate professor at the University of Memphis. E-mail: cmenifld@memphis.edu

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PAQ Symposium on Action Learning and Collaboration

CALL FOR PAPERS

The principles of Action Learning (AL) are used to get people in any organized setting to work on urgent organizational problems through probing questions; to learn from such a process; and to subsequent take action. Papers on the principles and techniques of AL for this symposium are preferred, however we will consider papers where the research utilized principles that mirror AL.

This symposium will begin “blind peer” review of papers in September 2007. Estimated time for production of articles following panel review will be completed by December 2007, with revisions coordinated and completed by April 2008.

Interested authors should contact Professor Lou Tieje at: ltieje@metropolitan.edu

SECoPA CONFERENCE

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Early Bird Registration Deadline: July 1

“Sound Innovations in Public Administration:
Setting the Tone for the Future”

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CALL FOR PROPOSALS

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

Deadline: July 16, 2007

Transformational Public Administration: A Call for Public Service

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

8. Immigration and Homeland Security
   - Understanding the impact of emerging population changes on public administration
   - Investing in human capital and social equity
   - Managing in a multicultural workforce
   - Urban education, charter schools and school choice

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

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

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

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

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

PLEASE NOTE: All proposals must be submitted online. Deadline is July 16, 2007. Please go to the ASPA website: www.asapnet.org/ScriptContent/index_aspacoference.cfm for information on how to submit proposals.

Diversity will be a priority in forming panels. Diversity refers to ethnicity, career age, student status, geography, practitioner and academic status.
## 2007 Editorial Calendar

**Save this page for reference!**

Note: Items in parentheses are intended as subject ideas for monthly topics. Authors are not limited to these subjects and are encouraged to write in their specific areas of expertise/interest.

The *PA TIMES* requests that articles be between 1000-1200 words. Contact cjewett@aspanet.org for author guidelines. Deadlines for each of the 12 issues are listed below. Recruitment advertising questions may be directed to recruiter@aspanet.org. Press releases, announcements, article inquiries, and display advertising questions may be directed to:

Christine Jewett McCrehin • Editor • cjewett@aspanet.org

<table>
<thead>
<tr>
<th>Month</th>
<th>Topic</th>
<th>Subject Ideas</th>
<th>Advertising/Article Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>Election Management</td>
<td>Voter reg./Federal mandates/Electronic voting/Poll worker training, quality</td>
<td>December 20, 2006</td>
</tr>
<tr>
<td>February</td>
<td>Citizen Participation</td>
<td>Case studies/Encouraging participation/Making participation useful</td>
<td>January 22, 2007</td>
</tr>
<tr>
<td>March</td>
<td>State and Local Economic Development</td>
<td></td>
<td>February 20, 2007</td>
</tr>
<tr>
<td></td>
<td><strong>International Supplement:</strong> Collaboration Across Borders</td>
<td></td>
<td></td>
</tr>
<tr>
<td>April</td>
<td>Public Infrastructure in the 21st Century</td>
<td>Designing/Financing/Constructing/Maintaining</td>
<td>March 20, 2007</td>
</tr>
<tr>
<td>June</td>
<td>Achieving Ethical Administration</td>
<td>ASPA Code of Ethics/Workplace ethics programs/Value of ethics education</td>
<td>May 22, 2007</td>
</tr>
<tr>
<td>September</td>
<td>Is Public Administration Dead?</td>
<td>Gen. vs. Spec. managers/Prof. Assoc./Practitioner, Academic perspectives</td>
<td>August 20, 2007</td>
</tr>
<tr>
<td>October</td>
<td>Open Issue, Miscellaneous Topics</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Edu. Supp.:</strong> KSA’s for Public Servants: What Managers Want</td>
<td></td>
<td></td>
</tr>
<tr>
<td>November</td>
<td>The Media and Public Administration</td>
<td>Influence on pub. pol./Govt. and media relations/Image of PA in media</td>
<td>October 22, 2007</td>
</tr>
<tr>
<td>December</td>
<td>Useful PA IT: Are We Past E-mail, Web pages and Solitaire?</td>
<td>Current innovations/Telecommuting/Record accessibility</td>
<td>November 20, 2007</td>
</tr>
</tbody>
</table>
The University of Missouri - St. Louis invites applications and nominations for a distinguished scholar to hold the E. Desmond Lee Endowed Professorship in Community Collaboration and Public Policy Administration. The Professorship holder will be a scholar with a demonstrated capacity to conduct scholarly research in public policy/public administration in interdisciplinary areas, secure external research funding, integrate public policy research across disciplines, publish scholarly books and articles and disseminate research findings, and provide service to the community. She/he will encourage collaboration and partnerships with other research institutions and with public and private agencies.

The successful candidate must be eligible for tenure at the rank of professor in political science, economics, or a closely related field, also holding joint appointments with Public Policy Administration and the Public Policy Research Center (PPRC). Fields of specialization are open, although research and teaching interests in public policy and administration, nonprofit management, program evaluation, or public finance are particularly welcome. Academic responsibilities will include teaching at least one course per semester and conducting research on metropolitan issues in affiliation with the PPRC. The professorship endowment provides a substantial stipend for use by the professorship holder in conducting research and related activities. This is a twelve-month position, offering a competitive salary and benefits. The position starting date is negotiable for Spring or Fall 2008.

The PPRC serves the campus’s metropolitan mission through applied research in metropolitan policy issue areas including public finance, housing, education (pre-K – 12), program evaluation, state and local tax policy, and workforce development, as well as operating the Metropolitan Information and Data Analysis Service (MIDAS).

The University of Missouri-St. Louis, established in 1963 as part of the University of Missouri System, is the largest public university serving the St. Louis region. In its role as a metropolitan research university, UM-St. Louis provides quality undergraduate, graduate, and professional instruction to St. Louis’ diverse population, including public finance, housing, education (pre-K – 12), program evaluation, state and local tax policy, and workforce development. The University of Missouri-St. Louis is an affirmative action/equal opportunity employer committed to excellence through diversity.

Screening for this position will begin on August 15, 2007, and continue until the position is filled. For further information about the position, contact the search committee co-chairs Mark Tranel (MTranel@umsl.edu) or Brady Baybeck (baybeck@umsl.edu). To be considered, please send a curriculum vitae, letter of interest, and the contact information for at least three references to the search committee by email to Lori_Morgan@umsl.edu, or by mail to: Des Lee Professorship Search Committee, c/o Office of the Provost, 426 Woods Hall, University of Missouri-St. Louis, One University Boulevard, St. Louis, MO 63121-4400.
CONFERENCE CALENDAR

June 2007

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

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

September

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

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

October

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

21-22 Third Annual ICPA Conference
Co-sponsored by ASPA
Location: Chengdu, Sichuan, P.R.C
More Info.: www.icpa-west.cn

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

November

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

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

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AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION
VOL. 30 NO. 6
JUNE 2007

INSIDE:

Insights on HR Management 8
Insights on Perf. Management 9
Ethics Moment 12
President’s Column 16
2008 Conference Call for Proposals 24
Recruiter 27

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