REPORT CITES NEED FOR FEDERAL HEALTH PLAN REFORM

The federal health program covering some 11 million federal employees, retirees, and dependents is wasting more than $500 million a year, according to a recent report prepared for the US Office of Personnel Management.

The Federal Employees Health Benefits Program (FEHBP), the largest employer-sponsored health benefits program in the nation, has "fundamental problems" which require immediate legislative action to correct, according to the report prepared by the consulting firm Towers, Perrin, Forster and Crosby Inc. The FEHBP’s main problem? Too many options.

By contracting with such a large number of insurers, the government multiplies the costs and fragments its buying power," says the report.

Most of the FEHBP’s elderly and chronically ill members are concentrated in only a few of the program’s 430 options, while most of the younger, healthier members are enrolled in other plans, especially health maintenance organizations (HMOs).

DESTRUCTIVE DIVISION

This division, says the report, "is destructive in a group insurance program because it isolates the people who need coverage the most in plans that many of them can ill afford.

FEHBP premiums have risen 31 percent in 1988, while benefits have declined. As a result, several major insurers participating in the program are experiencing severe drops in enrollment in their plans.

Blue Cross, the largest FEHBP insurer, experienced a net gain of 1,291 enrollees in federal insurance programs for 1988, but last year, less than 18 percent of participants in its expensive high-option plan.

Aetna, the fourth-largest FEHBP insurer, also sustained major losses in its high-option plan.

The report offers several recommendations for action to restructure the FEHBP. Among them:

- Cancel plans with fewer than 300 members. This would eliminate more than 100 options and cut down on administrative overhead.
- Require plans offering fewer benefits to upgrade their coverage. This would narrow the division between high-risk and low-risk enrollees and put competing plans on a more even footing.
- Establish a separate health plan for Medicare-eligible retirees and postal employees.
- Restrict the number of insurance plans sponsored by employee groups.
- Create a new formula for determining the government’s contribution to each employee’s premium.

OPM officials have not yet determined what course of action they will recommend to Congress.

ADMINISTRATORS CHALLENGED TO PROVIDE LEADERSHIP

Government administrators must provide leadership if we are to solve the six greatest problems facing humanity in the twenty-first century.

That was the charge and challenge issued by Rushworth M. Kidder, a senior columnist for the Christian Science Monitor, who delivered the second annual William A. Medina Lecture, sponsored by ASPA’s National Capital Area Chapter (NCAC), at the Brookings Institution in Washington, DC on May 26.

Kidder’s lecture, “An Agenda for the 21st Century,” was based on his new book of the same name. The book is based on a series of interviews he conducted for the Monitor about a year ago.

Kidder interviewed 22 of the leading thinkers in a variety of fields, asking them, “What will be the most pressing issues facing us in the next century?”

Part of the Monitor’s motivation for the series, Kidder admitted, was self-interest: “We wanted to know . . . what we should be looking at in order to deploy news-gathering resources effectively.

Six broad issues reached out to such disciplines as physics (Abdu Salam and Freeman Dyson), history (Barbara W. Tuchman and Shulski Kato), philosophy (Michael Adler and Michael K. Hooker), government (Jimmy Carter and Edward S. Mason), education (Hanna H. Gray), literature (Carlos Fuentes), and journalism (Norman Cousins). Kidder discovered six broad issues that were of concern to a majority of those interviewed. They were:

- The nuclear threat.
- The population crisis.
- Environmental degradation.
- The "north-south" gap between developed and underdeveloped nations.
- Educational reform.
- The breakdown of public and private morality.

Kidder said the thinkers he interviewed shared a "tone of urgency," and all felt the "need to shake humanity awake" to deal with these problems. Indeed, said Kidder, Adler predicted, "Things will get worse before they get better.

However, said Kidder, the majority were optimistic, feeling that some of these problems could and would be overcome. They shared a faith in the "flexibility, adaptability, and general good nature" of humanity.

THE NEED FOR LEADERSHIP

Running through all six issues, said Kidder, is the need for leadership. He said politicians are seldom able to provide such leadership, since they are generally too busy, and too concerned with elections to devote much time to long-term, "big-picture" thinking.

Therefore, he told the audience, "elective officials are increasingly becoming spokesmen for your ideas. In many ways, the leadership devolves upon you."

He identified three major challenges facing government in trying to solve these problems:

- The question of "big government" and decentralization. Right now, he said, the federal government is "tripping over itself."
- The complexity of issues requires unprecedented levels of specialized expertise, but "there has never been a greater need for visionary generalists."
- The tendency to concentrate on short-term, rather than long-term, goals and issues. "We have got to shift our timeframe," warned Kidder.

LEARNING FROM OTHER DISCIPLINES

The Medina Lecture was established by the NCAC in recognition of Medina’s outstanding contributions to the profession. The annual lecture, delivered by an innovative thinker outside the public administration community, grew out of Medina’s conviction that public managers have much to learn from other disciplines.

Medina, who died of cancer at the age of 49 on July 28, 1985, became one of the highest-ranking Hispanics in government when he was appointed Assistant Secretary of Administration at the US Department of Housing and Urban Development during the Carter administration. He also served with the Office of Management and Budget, the US Civil Service Commission, the National Aeronautics and Space Administration, and the US Corps of Engineers.

The NCAC has announced the creation of the Fund for the William A. Medina Memorial Lecture Series and invites contributions to this development fund, which will be used to expand the scope and impact of the series.

Contact: William A. Medina Memorial Lecture Series, 1913 Shepherd St. NW, Washington, DC 20001.
COMMENTARY

TAX REVOLT, TEN YEARS LATER: A DANGEROUS CURE

Neal R. Peirce

SACRAMENTO—Passing their famous “Proposition 13” ten years ago this June, Californians cursed their state’s soaring property taxes, ignited a tax revolt that roared through state capitol, and set the stage for the Reagan presidency.

“Death and taxes are inevitable—but being taxed to death is not inevitable,” Governor Jerry Brown pitched Proposition 13 in 1978, a year in which gas was 83 cents a gallon, but Californians still honor “13.” Even opponents acknowledge it rescued home-owners from near-confinatory property-tax rates of the inflation-fed cadre of local governments to become more prudence.

DETERIORATED SERVICES

Today, 1978’s anti-tax fervor seems dissipated. The California Poll suggests millions of the state’s homeowners are starting to tire of the tax revolt’s downside: deteriorated public services.

And there’s a good chance Californians will vote on June 7 for a measure that relaxes tough limits on government spending imposed through Proposition 13. A bipartisan coalition led by Paul Gann, Jarvis’ partner in Proposition 13. This spring’s campaign for that measure marks a move of education groups and public-employee unions to roll back Proposition 13 and its progeny.

It may be decades, however, before California, or states acrross the continent, feel the last effects of Proposition 13. Before 1970, only three states had state sales taxes; today, 20 limit either taxes or spending. One spinoff, Massachusetts’ Proposition 2 1/2, passed in 1980 to curb some of the highest local property taxation ever known. But the chain reaction brought by that state’s “Taxachusetts” reputation.

INCALCULABLE REPERCUSSIONS

The mere threat of a tax revolt in other states has had incalculable repercussions. Steven Gold of the National Conference of State Legislatures speaks of the “inhibitory effect” of Proposition 13. Throughout the ‘80s, Gold says, states have been willing to raise taxes for only two reasons—to avoid a deficit due to a weak economy, or to put money into the schools.

As the ’80s wore on, fewer popular anti-tax initiatives passed. Massive tax rollback proposals, pushed forward by anti-tax zealots, were decisively defeated in Michigan and Ohio. The principle now seems to be: Do not radical a tax or revenue cutting measure, the less likely it is to pass.

A PRAIRIE FIRE

Gold likens the tax revolt to a prairie fire that swept across many states and now lies quiescent. “But there are still some embers out there, and if gasoline is poured on them, it flares up again,” warns.

With a decade’s perspective, it’s also clear that rigid tax and spending formulas are a dangerous way to govern. With such rules, can governments cope with new and unanticipated crises as those California now confronts fast-expanding prison populations, failing schools, and AIDS epidemic?

What’s more, for all its populist appeal, Proposition 13 has turned out to be a disaster. The Golden State Report editor Ed Salzman accurately calls it a “monster” of unintended consequence.

To this day, millions of new homeowners chafe under Proposition 13’s ban on real-estate reassessments until a property is sold. The result: long-term homeowners enjoy a near-tax holiday, while recent buyers pay taxes several times those of their neighbors. The system means that new and youthful buyers are obliged to subsidize people who bought their houses years ago, at dramatically lower prices.

Another story is told by California counties where Proposition 13 requires counties to be “providers of last resort” for poor and unemployed workers who need public aid, or medical care, and to run full criminal justice systems. But while the legislature adds mandates, itfails to fund the necessary services.

The counties find themselves not only limited to the property tax base that Proposition 13 decimated, but denied the share of sales taxes cities enjoy. Counties have become the poor cousins of California governance—and increasingly bitter.

In many counties, the only public buildings put up since 1978 have been jails necessitated by tougher sentencing laws and court orders. In far northern California, Shasta County has to temporarily close its libraries. Tehama County lacks enough sheriff’s deputies to both patrol its county and handle prisoners. And of late, there’s been a spate of newly incorporated “cities” that immediately co-opt, under state law, a significant chunk of their county’s tax base.

NAGS

State Sen. Quentin Kopp, a conservative who as a San Francisco supervisor backed Proposition 13’s passage, tells me it’s tough to get state legislators to sympathize. They consider the county governments “nags,” says Kopp.

For a final unexpected consequence of Proposition 13, consider this: By strangling local revenues, the initiative forced school districts and localities to become more efficient. But because the people who pay the piper calls the tune: “There’s been a massive transfer of power to Sacramento.”

A state legislative committee warns: “Local citizens no longer have a stake in local government. The home-owner and the general public have walked away from local government.”

As many proponents suggested a decade ago, Proposition 13’s “cure” may be as dangerous as the malaise it’s supposed to remedy.


PATIMES

President: Charlotte O. Gray
Editor-in-Chief: Shirley H. Western
Editor: David E. Binger
Associate Editor: Martin D. Kohut
Advertising Assoc.: Sharon Holloway
Subscription Manager: Patricia Woodward
Designer: Allison Thomas

Volume 11 Number 8 June 10, 1988
PA Times is a tabloid newspaper published 18 times a year (every third Friday) by the American Society for Public Administration (ASPA), a not-for-profit Washington, D.C. corporation. Advertising and subscription information appears elsewhere in this issue.

NO MORE TAX-FREE INVESTMENTS?

The editorial on page one of the May 27 issue ("Keeping the Public Interest Groups Hit Supreme Court Ban [of Federal]"") was one-sided to say the least.

Localities have abused tax-free bonds—using them to subsidize business and everything else. If the federal government as a matter of policy wants to subsidize local and state governments, it ought to (do) its own direct appropriation. This would have two effects:

1. It would let the taxpaying citizens know what subsidies are costing.

2. It would take away a tax shelter that is used almost exclusively by the middle class and the rich—who need it the least.

I have some of my funds invested in tax-free state and municipal bonds to take advantage of their economic benefit to me. But as a matter of fiscal policy they are an outrage to fairness and decency in the tax code.

The Supreme Court is on the right track. Congress should get on the stick and eliminate all tax-free investments—subscribe by appropriation where it is called for! Of course, since the public would then be aware of what was going on, there would be much less subsidy.

Theodore W. Taylor

Arlington VA.

ASPA

American Society for Public Administration
1120 G St NW, Suite 500, Washington, D.C. 20005 (202) 393-7878
As ASPA approaches its 50th anniversary in 1989, it is appropriate to reflect on what we have accomplished in the past five decades, to examine our current state of affairs, and to look forward with a renewed sense of purpose and pride.

This series of interviews with ASPA's charter members and other members of long-standing organizations who are among the Society's most valued and indispensable resources.

Don K. Price is currently Professor Emeritus of Geography at the College of Natural Resources, School of Public Policy, University of California, Berkeley. He is a charter member of the American Society for Public Administration. His illustrious career spans both the practitioner and academic horizons.

This interview, conducted by ASPA's David B. Shigley, will appear in two parts, continuing in the July 1, 1988 issue of PA TIMES.

PART I

ESTABLISHING CAREER GOALS

DS: What were your personal interests that led you into the field of public administration?

DP: Beginning with the time that I was in the Coast Guard and assigned to the Far East, I concentrated rather heavily on the relationship of the science and technology to public policy. It has a lot to do with my view as to the peculiarities of public administration.

DS: Could you give me a little background on your life prior to 1939?

DP: I started with the experience of being a newspaper man. It was in Vancouver, where I was going to study at the University of British Columbia. I worked for the Vancouvers Sun on the Evening Tennessean newspaper. I expected to continue that but the salary was only $60. I do not mean a week, I mean a month. When I heard about the applications for the Rhodes Scholarship, I thought I would take a crack at it and managed to win one. So, after a year of full-time newspapering, I went to Oxford. There I served as a postmaster for the Associated Press and when I came back to the US I worked at the New York Times as a copy捻cer.

But the right job didn't open immediately and I got involved in the civil service, in the Home Loan Owners Corporation.

(cont. on page 11)

The National Commission on the Public Service has called on presidential candidates to help bolster the image of the American public service.

The commission, chaired by Paul A. Volcker, recently released a statement urging both major parties to build on the "strong and proud tradition" of American public service as an integral part of their campaigns.

The statement concludes: "The National Commission on the Public Service hopes that all candidates, in their campaigns, will continue to speak of the importance to the nation of quality public services and that they will emphasize as well the sense of personal fulfillment that career service in government offers our young people."

Commission members plan to present recommendations on such issues as pay, politicization, and recruitment and retention to the incoming president early next year.


BANK COMMITTEE MEMBERS PROPOSE ABOLISHING FADA Reps. Paul E. Kanasaki (D-PA) and Robert J. Gehrke (R-MN) have introduced legislation to abolish the Federal Asset Disposition Association (FADA), a controversial federal agency created to sell property the government inherits, when having to lend and loan institutions fail. The Federal Home Loan Bank Board, which created FADA three years ago, and earlier sent a letter to Congress refusing to abolish FADA, ran out of money and needed a multi-million dollar infusion from the bank associations.

SENATE COMMITTEE APPROVES HATCH ACT REVISIONS The Senate Governmental Affairs Committee has approved a bill containing relatively mild modifications of the Hatch Act, which was passed in 1939 and bars federal employees from partisan political activity. The new act would go further than the Hatch Act, which bars federal employees from running for office in public elections.

There were several respects in which the exception that employee groups could solicit for their political action. The new bill would also allow federal employees to run for office within public political parties and affiliate with political groups, such as convention delegates, but would still prohibit them from running for public political office. All on-the-job politics would be prohibited, including some activities allowed under current provisions, such as wearing buttons in addition to uniform. Because of these restrictions, many employees would be able to join the floor unless its backers can find enough support to override a presidential veto. The House passed a much more extensive bill last November, but it is not expected to attract sufficient Senate support.

HOUSE PASSES COMPROMISE BUDGET The House of Representatives passed a compromise $1 trillion 1998 budget, more than a month after the congressional impasse on appropriations. House Budget Committee Chair William H. Gray III (D-PA) said the budget "meets more than the requirements to avoid triggering automatic spending cuts, plus it allows the $90 billion under the summation for multiyear budget authority by about $5 billion. The compromise includes a four percent pay raise for all federal military and civilian employees, including members of Congress."
PAR ARTICLE STUDIES INFLUENCES ON MEDICAID EXPENDITURES

The way state Medicaid programs are implemented affects their costs, says Sandra K. Schneider, in a study issued by Public Administration Review (PAR). Schneider's article, titled "Interorganizational Influences on Medicaid Program Expenditures," argues that such factors as incentives, local administration, and the current administration's determination to shift decision-making authority from the federal government to state government have had "profound impacts" on Medicaid policy.

A GLARING OMISSION

Medicaid is "the major mechanism for financing health care for the poor in the United States," but "little is really known about the factors which determine the exact amount of spending on this program," writes Schneider. "Given the importance of Medicaid, this is a glaring oversight in understanding the policy-making process."

Schneider, program evaluation administrator for the State of Ohio Medicaid Program and a visiting professor of political science at Ohio State University, outlines three important conclusions in her article:

- "The administrative structure in which programs are implemented has a profound impact on policy outputs."
- "Federal legislation and the role and size of Medicaid policy, but "the states determine the actual scope of Medicaid coverage," while "local government can have an important role in policy implementation."
- "The interaction between these various levels of government must be considered in any attempt to explain Medicaid program developments."

Her analysis reveals that, prior to 1981, "past Medicaid decisions have a tremendous influence on subsequent program costs," and that "states which administer Medicaid locally spend much more on states with centralized administration." LEAST STATE CONTROL

The reason "put simply," writes Schneider, "when local officials make important program decisions, state governments are often unable to exert as much control over program developments and their associated costs."

On the other hand, "the demand for services has no noticeable effect on the state's own" in determining program expenditures and the "national economic variables (the consumer price index for medical care, the national poverty rate) do not have much impact."

The results from the second time period "present a marked contrast to the earlier period." The impact of incrementalism (previous years' spending levels) drops to zero, while the size of the recipient population increases dramatically in importance. Therefore, writes Schneider, "policy demand, rather than previous year's spending, dominates the policy process."

Moreover, the influence of local administration is much more than just doubling, Schneider writes, "states with locally administered programs spent over $200 million more than those with centrally administered programs."

ACCENTUATING DIFFERENCES

Therefore, she concludes, "the onset of the Reagan Administration did accentuate the differences among states that implemented the program at different levels."

Unsurprisingly, then, "Medicaid spending is increasing at an interactional economic or demographic factors in the later time period."

Schneider's assessment of the effects of recent federal policies on Medicaid programs: "While the Reagan Administration was unable to contain program costs, it did achieve one of its main objectives by increasing state discretionary power relative to the federal government.


SURVEY FINDS MORALE OF FEDERAL MANAGERS LOW

Furthermore, 59 percent believe the executive branch operates more effectively under Republicans than under Democrats.

CIVIL SERVICE REFORM: A FAILURE

The survey also indicates the federal managers consider the Civil Service Reform Act of 1978 a failure, ranking the Service of Personnel Management and two other agencies created by the act among the least effective. Only 26 percent of the respondents said the systems set up by the act is "unfair."

However, despite morale problems, 76 percent rated their jobs either satisfying or exciting. Fifty-three percent of the respondents rated the National Institutes of Health as one of the most effective agencies, while 51 percent rated the Treasury Department most effective. The Department of Housing and Urban Development was rated effective by only six percent, the Office of Personnel Management by nine percent, and the Merit Systems Protection Board and the Federal Labor Relations Authority by 13 percent.

Contact: Timothy Clark or Maryanne Wachtel, Government Executive, 1750 M St. NW, Suite 1100, Washington DC 20006, (202) 662-0600.

PA PEOPLE

The PA People on the Move column highlights personnel changes in state, metropolitan, federal, and local agencies. To appear, send your news to PA People, 224 pages (ISBN 6-945372-03-5), Send $21.45 postpaid (California and Ohio $21.20) to Information Group, 1278 Clymer St, Suite 138-C, Laguna Beach, CA 92651. Quantity discounts available.

The Ecological Way... "Publications Plus" highlights leading books, magazines, papers, videos, calls for information or other items available for distribution or purchase. Call today for advertising rates (202) 393-7878.

1989 EDUCATION SUPPLEMENT

The PA Times Education Supplement is scheduled for October 14, 1988. Universities, health care institutions, government agencies, and nonprofit organizations are invited to announce their training programs. Details: (202) 393-7878 for more details. (Reservations due September 17. Limited space available.)
GRAY SETS ORGANIZATION OBJECTIVES FOR 1988-89

—Charlotte O. Gray

For more than a year prior to assuming the ASPA presidency, I have been in touch with the ASPA Cabinet (comprised of the 1988-89 Council committee chairs) to establish priorities for the coming year. We have high expectations they can be accomplished with the participation and assistance of all ASPA members. In order to encourage that participation, I would like to set forth some of the internal organizational objectives we have identified.

We want to broaden the participation of our membership in activities and functions on the national, chapter, and section levels. The old adage is correct: the more you put into an organization, the more you get out of it. However, since the opportunities to participate in National Council committees have been rather limited, I have tried to appoint individuals to only one committee in order to allow more ASPA members to become involved on the national level. The only exceptions to this are the Conference Steering and Program Committees.

Anyone still interested in participating on a committee should send a written request to me immediately. I am in charge of the ASPA national office. The request should indicate on which of the following committees you wish to serve: Chapter Development, Membership Development, Planning and evaluation, or Publications.

Committees will meet in Miami, July 21-24; Washington, DC, December 8-11; and Miami, April 6-8 prior to the National Conference. Committee members will be expected to attend all three meetings.

INTERNAL ISSUES

Among the internal issues we will address are the Society’s fiscal health and the work of the Commission on Organization and Structure (O and S) and the Constitution and Bylaws Review Commission.

ASPA’s fiscal health is being addressed by the Finance Committee. Bob Denhardt significantly reduced the debt during his term. We want to eliminate all of our remaining debt by April 1989. If we are successful, ASPA can restore the chapter rebates and remove the section surcharges for the next year.

This year’s Finance Committee will be involved with two budgets—the seven month transition budget for the transition period of July 1, 1988—January 31, 1989, and the first full year budget for our new fiscal year of February 1, 1989—January 31, 1990. We hope to get ASPA’s financial status in the black by 1989 and, hopefully, even have a surplus.

The Commission on Organization and Structure (O and S) will disseminate its report to all chapters, sections, and members for discussion at chapter meetings, section executive committee meetings, and regional conferences this fall. The report is for discussion and proposes major changes in ASPA’s national and regional structure. Please discuss this report and send written comments to ASPA’s national office by December 1. The Commission will meet in December to review your comments.

Appointment of a Constitution and Bylaws Review Commission is required every five years to review ASPA’s constitution and bylaws. The Commission met in Portland and developed an ambitious action plan, which it hopes to complete by April 1989. It will coordinate its efforts with the Commission on Organization and Structure. Each group has a different charge, but will work closely with the other. Any pro-

ASPA ACKNOWLEDGES COMMITMENT

ASPA gratefully acknowledges the following individuals for their demonstrated commitment to the Society and its goals.

SUSTAINING MEMBER

Margaret G. Harrington
University of Southern California
Los Angeles CA

SUPPORTING MEMBERS

Richard E. Maslowski
Business Administrator
City of Glendale
Glendale WI

David R. Shingleton
Director
Publications, Public Relations, and Marketing
American Society for Public Administration
Washington DC

Thomas Vacine
Head, Political Science Department
Public Administration Program
Auburn University-Montgomery
Montgomery AL

INDIVIDUAL CONTRIBUTOR

Jane P. Stipanuk
Ontario CA

(CONT. ON PAGE 6)
MEMBERSHIP APPLICATION

NAME: 
First 
Middle Initial 
Last 

TITLE: 

ORGANIZATION: 

MAILING ADDRESS: 

CITY/STATE/ZIP: 

Address above is ☐ Work ☐ Home 

WORK PHONE: ( ) 

HOME PHONE: ( ) 

ANNUAL DUES SCHEDULE 

Gross income from all sources: 

Dues 

□ Check enclosed in the amount of $ 

□ I hereby authorize ASPA to charge my: 

☐ VISA ☐ MasterCard 

Signature: 

Date: 

Card Number: 

Expiration Date: 

ASPA dues include membership in a local chapter. Section membership requires an additional fee. Details on these and other ASPA member benefits will be sent upon receipt of this application.

Send to: 
ASPA MEMBERSHIP 
1120 G Street, NW 
Suite 500 
Washington, DC 20005 

(cont. from page 5) 

President's Message 

PRESIDENT'S MESSAGE 

PASS THIS ALONG TO A COLLEAGUE . . .

EMERGENCY CALLS TO THE ASPA TIMES HOTLINE (202) 393-7878 

MEET ASPA'S NEW ASSOCIATE FOR PROFESSIONAL DEVELOPMENT 

Erin O'Connell 

Erin O'Connell has joined ASPA's national staff as Professional Development and Conferences Associate. 

She is a graduate of the University of Arizona, where she earned a B.A. degree in political science with a minor in communications. 

O'Connell previously worked in the Washington DC office of Sen. Pete Wilson (R-CA), whom she helped represent to state, county, and local officials in California in solving problems. She also dealt with constituents on immigration, postal, and housing issues. 

She also worked in scheduling and management for the University of Arizona Department of Physical Resources and Cultural Affairs and for Masterlink, a computer software company.

CALENDAR OF EVENTS 

(cont. from page 5) 

July 24 

National Council 
Hibiscus Room, Hyatt Regency, 9 am-12 noon. 

SWPA Executive Committee 
Hibiscus Room, Hyatt Regency, 1 pm-3 pm. 

July 25 

1989 Conference Steering Committee 
8:30 am-12 noon.
Government Positions

Corrections Managers
Growing East Coast jurisdiction seeking skilled administrators for top level management positions in new generation jail environment. Applicants must have Master's Degree & experience commensurate with job responsibilities. Salary $50 K to $70 K. Send resumes to The Recruiter, F.O. Box 610, ASPA, 1720 G Street, N.W., Suite 500, Washington, D.C. 20009.

Legislative Assistant
Position to serve as legislative aid and policy aide to the Chairman of the Council of the District of Columbia. Must be familiar with the D.C. legislative process and have extensive experience analyzing and developing legislative proposals. Participates in the writing of criminal justice, judicial systems, health and human services related. Will be responsible for conducting in-depth analysis of policy issues, drafting special projects, and preparing recommendations on legislative issues. Excellent communication skills are essential. Expected service position: DS-13 ($41,675-$53,899), D.C. residency required. Send resume and 171 to Executive Assistant, Office of the Chairman, Room 103, 1330 Pennsylvania Avenue, NW, Washington, D.C. 20004. EOE.

Public Works Director
Clark County, Athens, GA is accepting applications for Public Works Director. Desire progressively responsible experiences and/or training in the public works field, including five or more years experience in a management capacity or supervisory capacity, PE designation in state of Georgia or ability to obtain Georgia registration within six months of employment. Must have a degree in business/public administration, civil engineering or related field. Subordinate shall have control of licensed public works director(s) and/or licensed public works. Current responsibilities include road maintenance and traffic, highway engineering, vehicle maintenance, and landlord. Salary negotiable, mid $40's. Applications accepted until July 29, 1988. Submit resume with references and salary history to the Personnel Director, F.O. Box 448, Athens, GA 30603, or apply at the Clark County Court House. This position does not involve Travel and is based on the basis of handicapped states. An Equal Opportunity Employer.

Budget & Research Director
City of Lubbock, Texas
The City of Lubbock (population 189,000) is in search of a highly responsible position directing municipal budgetary operations and management research functions. Requires master's degree in business administration, public administration or closely related field and five years responsible administrative experience in municipal budgetary operation and/or research, supervising a budgetary systems department. Salary based on education and experience. For further information contact: Edward W. Criner, Director of Personnel, City of Lubbock, P.O. Box 2323, Lubbock, Texas 79415. Application deadline July 17, 1988. Equal Opportunity Employer M/F/H.

County Director of Social Services
Guilford County Greensboro/High Point, NC
Closing Date: July 1, 1988
Salary Ranges: $46,776 - $64,476
Director is responsible for the delivery of client services for the Large Social Services Agency which serves both Greensboro and High Point. County population of 350,000 people. Directs a staff of 458 full-time employees and oversees a budget in excess of $92 million.

Senior Personnel Administrator
Testing Division
Salary $30,792-46,188 yr.
Experienced professional needed with management and technical skills in the area of selection/testing. Reporting to department head, incumbent will define goals and objectives for selection system design, validation studies, and related activities; manage a staff of professional, technical and clerical personnel; and administer personnel research and development studies.
Requires M.S. in industrial/Organizational Psychology, Educational Psychology or Psychology; five years of professional personal experience (preference for all five years testing/selection); three of the five years must be in testing/selection; two of the five years must include management/supervisory, A Ph.D. in Industrial/Organizational Psychology, Educational Psychology or Psychology will substitute for two years of the required experience.
Send resume to Charles L. Shepard, Personnel Director, City of Fort Worth, 1000 Throckmorton Street, Fort Worth, Texas 76102 by July 1, 1988. EOE.

Community Development Director
Qualifications require a Master's Degree or equivalent experience in public or business administration, urban planning, economics, or a related field, and five years experience administering related programs. Also required is financial and technical work involving urban planning, environmental development, or related activities. Must have a knowledge of housing and urban development requirements and state and local regulations governing community development. This position reports to the Mayor. City salary range is $45,000-$52,979 with excellent benefits. Send resume to City of Pantego, Personnel Department 450 Wide Track Drive East, Pantego, N.C. 28045 by June 17, 1988. EEO/AA.

Staff Director
The District of Columbia Government is seeking resumes for the position of Associate Director for Management and Administrative Services in the Department of Finance and Revenue. The incumbent will be responsible for managing a program of centralized staff services including accounting, budgeting, purchasing, personnel, program analysis, personnel coordination, training, and miscellaneous administrative support such as records management, communications, facilities maintenance, space management, disposal of surplus property, motor vehicle operation, employment security, and administration of tax forms. This is a non-comparative position in the Excepted Service of the D.C. Government and the person appointed will serve at the pleasure of the Mayor. Salary range is $30,792-46,188. A Ph.D. in Industrial/Organizational Psychology, Educational Psychology or Psychology is required. Send resume to Mr. H. Ellickson, Personnel Director, Room 5136 Municipal Center, 300 Indiana Avenue, NW, Washington, D.C. 20001. EOE.

Executive Director
Commercial and Industrial Development
$45,000-$54,929
Seeking experienced professional to head Commercial and Industrial Division. Key individual will be responsible for a dynamic commercial/industrial development program. Responsibilities include community development as well as private/public partnerships; Community Services, Federal grants, and organizational management. Master's Degree in Public Administration, Business Administration, or industrial engineering required. Must have a knowledge of public policy, private and public partnerships, and organizational management. Submit resume to City of Pantego, Personnel Department 450 Wide Track Drive East, Pantego, N.C. 28045 by June 17, 1988 EEO/AA.

PROCUREMENT COORDINATOR
Division of Local Services
Coordinator needed to manage a $3 million annual procurement budget for a mid-sized State agency. Will be responsible for purchases of equipment and supplies, leases and rentals, and consultant and service contracts. Duties will include selecting procurement methods, preparing procurement documents, supervising bidding and source selection; and approving invoices. This is a newly-created position, so it will also include responsibility for developing systems and procedures. Position located in downtown Boston (North Station area).

College degree plus at least one year of public sector work experience required. Procurement experience in a State agency and knowledge of Massachusetts procurement regulations desired. Salary up to $12,500, depending on qualifications. Send resume to: Mildred Hermon, Personnel Coordinator, Division of Local Services, P.O. Box 7015, Boston, MA 02204.

Massachusetts Department of Revenue
An equal opportunity affirmative action employer.
Executive Director

The position is responsible for the efficient operation of the Cleveland Metroparks System, an organization that administers park resources, programs, and services, with a combined annual budget of approximately $30 million. The Metroparks consists of 12 park reservations, six golf courses, four nature centers, two riding stables, and the Cleveland Metroparks Zoo. The system employs 424 full-time, and 500 seasonal employees. The Executive Director will supervise the Zoo Director, Director of Park Operations, the Director of Administration, and the Director of Planning and Engineering. Reporting to the board of Commissioners, the Executive Director will be responsible for the development and approval of procedures and all operations of the park system.

The successful candidate will have a degree from an accredited four-year college or university. Academic training emphasizing park administration or related discipline is desirable. Three years experience as Director of a large park or five years experience as Assistant Director of a large park is also a requirement.

Qualified persons are invited to submit their resumes detailing education, completion of courses, and positions held. CLOSING DATE: June 24, 1988. CONTACT: Kohn Ferris International has been contracted to conduct this recruitment and will screen each candidate’s background. Send resume to the attention of “Metroparks,” Kohn Ferris International, Eaton Center, 1111 Superior Avenue, Suite 1300, Cleveland, Ohio 44114.

An Equal Opportunity Employer M/F/VI
University Positions

Public Administration Organization Behavior

Applications are invited for a tenure track faculty position in organization behavior at the rank of Assistant Professor beginning Fall 1988 or January 1989. We are seeking a Ph.D. or Ph.D.-equivalent with specialization in organization analysis, human resources management, and/or organizational behavior. Appointments are open to qualified men and women. Applications should include a statement of research and teaching interests, a curriculum vitae, and three letters of recommendation. Applications will be considered until the position is filled.

To apply, send to:
Rita J. Simons, Acting Dean
School of Public Affairs
The American University
4600 Massachusetts Avenue, NW
Washington, D.C. 20016

Director Institute of Public Service

The University of Connecticut, Division of Extended and Continuing Education, seeks a Director for the Institute of Public Service which provides training and technical assistance to public officials in Connecticut and through its international programs to public officials and agencies in developing nations.

The unit consists of 13 full time Extension Faculty and professional staff and 1 classified staff, and staff offices at both the Storrs and Hartford Campuses. The annual budget of $2 million is supported through State funds, participant fees and grants. The Director should be eligible for appointment as an Extension Professor and will report to the Assistant Dean and Director, Office of Special Programs.

The position demands a high energy, creative, experienced academic manager with entrepreneurial sensibilities. The successful candidate will be skilled in marketing analysis, fiscal planning and management, systems analysis and management information systems. He or she will provide leadership to redirect the unit's efforts to meet current and anticipated needs, and to develop and maintain productive cost-effective linkages with a multitude of constituencies in the public sector. Experience in international training is highly desired; motivation to strengthen and expand our global linkages is a must. Doctorate plus at least 10 years combined experience in government, public administration or management, and University teaching or administration are required.

Starting date: September 1, 1988. Screening begins June 15 and will continue until position is filled. Send letter, curriculum vitae and names and addresses of 3 references to: Beverly A. Salvia, Personnel Coordinator, Extended and Continuing Education, University of Connecticut, Box U-50A, One Bishop Circle, Storrs, CT 06269. (Search #82464). EOE

Government Positions

Single Audit Administrators
City of Los Angeles

The City of Los Angeles seeks two CPA's to conduct the annual single audit. Director ($59,153 to $73,897 per year) pays the adm-

istrator and requires three years experi- ence implementing and directing a single au-
dit program for a governmental entity. The Analyst ($49,000 to $61,000 per year) performs similar functions.

Direct resumes or inquiries to: Larry McNel- liss, Personnel Department/Recruitment, 111 East First Street, Room 100, CHS, Los Angeles, CA 90012 (213) 482-4142, As EEO/AA Employer.

Director of Water

The Escambia County Utilities Authority is seeking a Director for its Water and Wastewater Department. The successful candidate will direct the activities of a $12 million dollar system and natural gas utility operation with 65,000 water and 5,000 gas customers.

The successful candidate will direct the activities of a 127 employee department engaged in the maintenance and construction of water distribution and wastewater collection systems. Water utilities are obtained from ground water sources by 32 wells. Previous experience in successfully managing utility field operations would be a defini-
tive asset. The salary range is $36,000 to $42,000 with a competitive benefits program.

University of Louisville
School of Urban and Public Affairs
College of Urban and Public Affairs

Search Extended
Associate/Professor
Ph.D. Program in Urban and Public Affairs

Associate or Full Professor: the Urban and Public Affairs Program seeks a new Chair and associate professor with a Ph.D. or D.P.A. The program is planning to expand the faculty in several areas. The successful candidate will be an established scholar in urban and public affairs and have a record of publications in top tier journals. The program is committed to an active research agenda and to developing new teaching opportunities. The position is at the rank of Associate or Full Professor. Applicants should send a letter of application and three letters of reference to: Richard E. Sennott, Dean, College of Urban and Public Affairs, University of Louisville, Louisville, Kentucky 40292, (502) 588-6482, by June 30, 1988.

Assistant Professor
Health Systems Administration

Assistant Professor, Health Systems Administration. This position involves responsibilities to: provide graduate instruction in health systems, health administra-
tion and practice, medical care organization, health promotion and disease preven-
tion, gerontology or related fields; advise graduate students and serve on masters committees; develop and conduct research relating to personal and the School's mission in health systems; serve on various institutional committees; and be actively involved in community service relevant to teaching and research.

Candidates should hold a doctorate in an appropriate field such as health, public health, business, public administration or a social science; have graduate level teach-
ing experience; a demonstrated research competence; experience in a health related field; publications in refereed journals; and involvement in health care delivery activi-
ties. Rank and salary will be commensurate with experience. Starting date is negotiable, but applications should be submitted by June 30, 1988, with a letter of interest, a resume and the names and addresses of three references. All materials should be sent to: Dr. Robert Hays, Chair—Search Committee, School of Public Affairs, University of Louisville, Louisville, Kentucky 40292, (502) 588-6482.

The University of Louisville is an Equal Opportunity Employer.
ENVIRONMENTAL HEALTH WORKERS: SERIOUS PROBLEMS AHEAD

Government has done little to address current and future problems in the nation’s environmental health workforce, according to a report prepared for the federal Bureau of Health Professions.

The report, prepared by Levine Associates of Rockville, Md., cited: "the growing importance of environmental health, serious shortages in qualified personnel for existing environmental health programs. While about 715,000 people are employed in the environmental health workforce, only about 80,000 of those (11 percent) have formal education in the field. Therefore, says the report, "There are additional needs today for 121,000 professionals in the various environmental health specialty areas."

Moreover, "a large portion of the present workforce is inadequately trained." Participants in a workshop hosted by Levine Associates last summer estimated approximately 40,000,000, or 17 percent, of the current professional workforce do not meet minimum educational, experience, or certification standards.

GOVERNMENT'S RESPONSIBILITY

The report also noted projections by experts of environmental health needs in 1992, and noted "protection of the environment is primarily the responsibility of the various levels of government." Workshop participants called for a national plan to clean up the nation’s waters, supply, indoor and outdoor air, and hazardous waste sites; protect the nation’s food supply; and prevent injuries at home and in the workplace.

However, they said, "government has failed to provide the leadership that it should for such planning or for developing and supplying of properly trained personnel that is essential for effective and comprehensive environmental public program management." They called for the Public Health Service, working with the Environmental Protection Agency and other federal agencies, to take the lead in developing such a plan.

Other specific recommendations included in the report:

- Increase federal support of college education programs in environmental health.
- Provide funding for the professional development of those in technical positions.
- Develop models for curriculum design and credentialing.
- Develop basic or core curricula for the various environmental health specialties.
- Explore training other health professionals in the fundamentals of environmental health.

The experts also made four recommendations to address "the severe gaps in data that make workforce evaluation and planning extremely difficult." These recommendations were:

- Assemble reliable data about the actual qualifications of those now serving in environmental health positions.
- Obtain reliable data about educational opportunities in environmental health.
- Provide federal funding for a comprehensive survey of the current environmental health workforce.
- Allocate a small percentage of service funds (for example, one percent of the Superfund) for the measurement and analysis of the environmental health workforce.

Context: Barry Stern, Environmental Program Officer, Public Health Professionals Branch, Division of Associated and Dental Health Professions, 5500 Fisheries Ln., Rm. BC-09, Rockville MD 20857.

University Positions

The University of Texas at Dallas
School of Social Sciences

The School of Social Sciences of The University of Texas at Dallas is searching for a tenured associate or full professor to join its graduate programs in Political Economy, and to teach in one or more substantive disciplines in the undergraduate program. The successful candidate will demonstrate a strong record of and potential for distinction in policy research, excellence in teaching, and a commitment to interdisciplinary graduate education. A Ph.D. in a social science discipline or a related field is required. Disciplines and fields of research and teaching interest are open.

The School of Social Sciences offers upper division undergraduate education leading to bachelor's degrees in Economics and Finance, Government and Politics, Public Administration, and Sociology. It offers a Master of Arts degree and a Ph.D. in Political Economy. The Master's degree prepares students for professional careers in public affairs. The doctorate is a research degree. The School has strong programs of graduate study in Technology and Development, Human Resources and Social Policy, and Governance of the Public Economy. The School has no disciplinary departments and encourages faculty and students to engage in interdisciplinary work.

Applicants should send curriculum vitae (indication of sex and ethnicity for Affirmative Action statistical purposes is requested but not required), samples of published work, and the names of five references to:
The University of Texas at Dallas
Search #256
P.O. Box 820466
Richardson, Texas 75083-0466

While applications will be accepted until the position is filled, those wishing the fullest consideration should be received by November 1, 1988. The University of Texas at Dallas is an Affirmative Action/Equal Opportunity employer and applications from women and minorities are encouraged.

FAST, EASY, EFFICIENT!
To Dictate Your Job Announcement
Did
The Recruiter Hotline (202) 393-4991

The Recruiter
solving your public service recruitment needs

Nonprofit and Private Sector Positions

Budget Director

Chicago Transit Authority seeks Budget Director to direct preparation of annual operating budget, supervise development of long-range projections, perform financial analysis, and monitor adherence to budget. Position will report to Manager, Department of Management and Budget.

Seeking person with proven managerial ability, strong communication skills, significant quantitative analysis experience, and financial knowledge. Candidate must show history of significantly increasing job responsibilities.

Please send resume and salary history in confidence to:

Chicago Transit Authority
P.O. Box 3555
Chicago, Illinois 60694
ATTN: Professional & Management Staffing

An Equal Opportunity Employer

Training Associate

Nonprofit administrators of local government seek professional staff person to work with the training director in planning, coordinating, and conducting training programs for staff at rapidly growing nonprofit organization. Requires college or graduate degree and excellent written, oral, and interpersonal communication skills. Experience in teaching, training, marketing, sales, and local government highly desirable. Ward processing skills (IBM PC Word Perfect, and Lotus) also desirable. Ability to work independently. Willingness to travel occasionally. Excellent benefits and opportunity for advancement.

Send resume, salary expectations, cover letter, and references to:

Robert B. Morris
Director of Training Services
ICMA Retirement Corporation
895 Skokie Boulevard, Suite 112
Lake Bluff, Ill. 60044

EOE. No Phone Calls, Please.

Senior Research Analyst
National Consumer Law Center
Boston, MA

Staff may be located in Washington D.C. in exceptional circumstances.

The National Consumer Law Center seeks a Senior Research Analyst to participate in and direct empirical studies of low-income consumer, energy and utility issues. Responsibilities of the Senior Research Analyst will include providing technical support to lawyers on energy and utility issues of national importance. The person will be asked to design and manage empirical research projects; evaluate large-scale data bases; participate in contract/grant procurement; assist in the implementation of low-income energy assistance programs; and assess program and policy implications of the design of low-income energy assistance programs. The person will be asked to study the design and management of empirical research projects; excellent writing skills; and an advanced degree in a social science discipline (sociology, political science, economics or public administration) are required. Consideration will be given to prior experience with state and local government and with energy and consumer issues.

- Salary: $28,000 to $34,000. Excellent benefits package.
- Minority, women, elderly and handicapped persons are strongly encouraged to apply.

Send applications to:
Roger Cohles
National Consumer Law Center, Inc.
Eleven Beacon Street, 15th Floor
Boston, MA 02110

EOE
sort out the fields of the true sciences and true professions from the role of public administration in society? I think it is quite significant.

Here is where I never completely agreed with Leonard White, who was in the 1920's the great reformer in matters of government administration. He saw the British civil service as the model. Theirs was a generalist civil service. It cut across all functions of government and helped dominate them under the authority of the prime minister and the cabinet. This was a model that appealed very much to people who thought well of the parliamentary system. This was the Woodrow Wilson point of view: that the parliamentary system was superior to the presidential-congressional system.

The thing that struck me as very important was that the growth of competence in US government went from the bottom up and in each field it was the scientists, technologists, engineers, etc., who first began to strengthen the career services and rescue them from political patronage.

This was mainly true in the great field of agriculture, where land grant colleges and the experiment stations dominated policy development and administrative training. It became the model that the philanthropic foundations like Rockefeller and Carnegie adopted to strengthen fields like public health and education. So here, this was something quite different from the generalist notion of a civil service in actual practice.

I did not think [of public administration] as a science, and I still don't think of it as a science ... here is where I never completely agreed with Leonard White ...

THE NEED FOR A PROFESSIONAL SOCIETY: THE FOUNDERING OF ASPA

Now when Louis Brownlow came along, he and Charles Merriam, the top political scientist at Chicago, went to the Spelman Fund of New York, an offshoot of the Rockefeller money, and said if you are going to try to reform your local and state civil services in fields of general administration, you are going to have to give them association reform rather like professional societies which would do for them what the medical and engineering and agricultural fields accomplished with some philanthropic help by their specialized professional societies.

They faced up to the notion that you should do this by doing what the scientifically or technologically oriented societies had failed to do in the past: concentrate on the general executive, namely, the city managers and the governors and their staffs in the personnel, finance, and related fields. So they collected in Chicago, clustered around a group which was later housed at 1313 East 60th Street. It included the Mayor Managers Association, the Government Conference, the Council of State Governments, the Civil Service Assembly, and the Municipal Finance Officers, etc. That, quite obviously, in the eyes of Brownlow and Merriam, addressed one great area in which they were interested, the generalist field and the type of organization that cut across state, and local boundaries. There was nothing like it for federal managers except the small research organizations, the Government Research Association (GRA).

What Brownlow did was to discuss with the leaders of the various organizations the possibility of creating a new organization which would, unlike the GRA, be composed mainly of working career officials with administrative interests. And so Robert Paige, who had been helping with both a personnel exchange section in PAC and with the GRA, was designated for its general management. I was designated to be the managing editor of Public Administration Review (PAR) and with our remaining in Brownlow's general leadership, the American Society for Public Administration was founded.

1313 East 60th St., Chicago

That was 1938 and I was 28 years old. At the beginning ASPA was a pretty weak show. The original national meetings were subsidiary to those of the American Political Science Association. In addition to being managing editor of PAR, I was sort of the program secretary for the annual meetings. But that did not go on terribly long because it wasn't very many years before, with the war coming on, I got into the Navy. I was assigned to the Coast Guard and Love and Burchfield replaced me as managing editor of PAR.

THE DEBATE OVER POLICY DEVELOPMENT DS: I understand why ASPA was formed and how it served very generalist approaches in the early years. Many people think that it's...
NFBPA SEeks APPLICANTS FOR EXECUTIVE INSTITUTE

The National Forum for Black Public Administrators (NFBPA) is now distributing applications for its 1988-89 Executive Leadership Institute program.

The inaugural institute concluded in late April with a graduation ceremony for the participants, a cadre of 19 aspiring city managers who had met once a month since last September for intensive weekend training sessions. Among the highlights of the eight-month institute was a special three-day program in Dallas at the University of Texas’ Lyndon B. Johnson School of Public Affairs in Austin. The program was hosted by LJQB School Associate Dean Louis Ross and featured an informal luncheon session with LJQB School Professor Barbara Jordan and roundtables with Austin’s Acting City Manager John Ware and Houston City Councilman Rodney Ellis.

The other sessions were held at George Mason University in Arlington, VA, and at the Potomac River from NFBPA’s Washington, DC headquarters. The National Forum for Black Public Administrators, 1301 Pennsylvania Ave. NW, Washington, DC 20004, (202) 626-4900.

There has been a similar broadening in our schools of public administration. During the early period, there were usually only a few schools, mainly attached to the land-grant colleges, which had to raise their own funds. Later, by appealing to those related to local and state foundations, Texas, Wisconsin, several places in California, and Syracuse all had to get their support by affirming their dedication to economy and efficiency and techniques associated with them. This is how you can get local and state governments to support you, as well as the taxpayers.

I think that the American Society for Public Administration is no longer anywhere nearly as constrained in its degree of interest. The schools which are most dedicated to the promotion of public administration and policy development are all equally engaged in policy development techniques as well as managerial efficiency skills.

Part of this interview will contain Mr. Price’s thoughts on the following areas:
• A Practitioner’s Beginnings
• A Practitioner Moves Toward Academia
• Government Service-Perspectives: Defense Department Organization
• On To Harvard
• Future Perspectives

Subscribe to the PA TIMES

NAPA WORKSHOP TO STUDY FEDERAL I RM ISSUES

The National Academy of Public Administration will sponsor a workshop titled “Federal IRM: In Transition” in Washington DC on July 21. Among the sessions to be presented at the workshop, which will be held at the Grand Hyatt Hotel, are: “NAPA’s IRM Study,” with Sharon Corbould of the National Academy of Public Administration, (202) 347-3190.

The workshop will also feature a panel on “How Should IRM Managers Prepare for the Presidential Transition—and the Future?” with Glenn P. Hoffman of the US Department of Agriculture, (202) 347-3190.

Contact: For registration information and forms, National Academy of Public Administration, 1130 G St. NW, Suite 340, Washington DC 20005, (202) 347-3190.