

PARK FACILITIES MEET ADA CHALLENGES

Even Public Golf Course Managers Must Comply

Joanne Desky

"Hit the Ball."

These three simple words are viral to the game of golf. According to Bob Wilson, executive director of the National Amputee Golf Association (NAGA) any- one who can "hit the ball—can play the game." This message has special significance to the 43 million people in the United States with some form of physical disability.

Golf’s official ties with disabled golfers dates back to the late 1940s when a group of World War II amputees formed NAGA. Incorporated in 1954, the group now has 4,100 members. NAGA plans to conduct 30 seminars this year and helps conduct 24 regional and national tournaments. A newly created national association, the Association of Disabled American Golfers (ADAG) formed in 1992. ADAG's mission is to serve as an advocate for the game of golf by placing special emphasis on enhancing opportunities for the disabled golfer. ADAG will act as a clearinghouse of informa- tion on disabled golfers. Other national associations include National Handicapped Sports which has more than 80 chapters in the US and the National Blind Golfers Association based in New Orleans LA.

Since the Americans with Disabilities Act (ADA) was signed into law in July of 1990, public administrators and officials at the state, local and federal level have been looking for guidance on how to implement the law. Public recreation facilities, such as golf courses, have unique features which local and state managers need to examine for full com- pliance under the act.

ADA is a comprehensive civil rights statute that prohibits discrimination against people with disabilities—similar to protections obtained by women and minority since the Civil Rights Act of 1964 was enacted. The ADA impacts accessibility and employability for dis- abled Americans. Three sections of the act have a large impact on golf and recre- ation facilities: Title I which covers employment of the disabled, Title II pub- lic services and Title III public accommo- dations and services operated by private entities.

In order to fully accommodate people with disabilities at recreation facilities common sense should be used, according to Gregory Jones, executive director of the ADAG. Jones, who specializes in working with golf industry professionals to implement the ADA believes that man- agers of public golf courses need to assess their facilities.

The first step public golf facilities need to take is to, "examine what is readily achievable but will not cause undue hard- ship," Jones said. Also, facility adminis- trators need to examine their policies to see if they discriminate against the dis- abled, Jones suggested. For example, Jones explained that many golf courses are now imple- menting sound ac- tivated light- ning warning devices. Managers need to consider how this will affect a hearing impaired player.

According to a recent report released by the National Council on Disability, ADA Watch—Year One, "there has been substantial progress in implementing the ADA during its early stages, and no amendments to the law should be made at this time. " The report notes that early efforts by covered entities to implement the ADA's employment provisions have helped to remove formal barriers to employment of people with disabilities, but many barriers still exist.

The Equal Employment Opportunity Commission (EEOC) received approxi- mately 450 complaints under Title I as of September 1992, according to the report. More than 40 percent of the complaints related to disabilities. Employment under Title II, concerning state and local gov- ernment entities, the Department of Justice (DOJ) reviewed 328 complaints. Inaccessibility facilities or programs, amounted to 83 of the complaints retained by DOJ. Under Title III there were 10 com- plaints filed with the DOJ at places of recreation concerning public accommodation.

In the March 1993 issue of Golf Course News, Jones offers the following sugges- tions to improve accessibility to golf course:

(continued on page 16)

MANAGING THE BUSH PRESIDENTIAL LIBRARY

ASPA Member and Reagan Library Coordinator Spells Out What Needs to be Done

Ralph Blewes

On Jan. 20, 1993, precisely at 12:00 noon, George Herbert Walker Bush, the 41st President of the United States became a former president. Also precisely at noon on that date, the south- west gate at the White House swung open to permit the exit of the final trucks and records of the Bush administration, for which the archives of the United States had formally taken responsibility. The former presi- dent's personal and presidential records were moved from the White House to Andrews Air Force Base, where they were transported to College Station, TX to await construction of the Bush Presidential Library, due for completion at Texas A&M University sometime in 1996 or 1997.

These and steps yet to be taken with regard to the Bush presidential records are part of an extensive effort by the federal government to ensure that the history of the presidency is propely protected, preserved, reviewed and made available as soon as practicable for scholars, historians and researchers. Each of the steps in the process is governed by statute, by regulation, and by archival ethics and practices that have evolved generally for hundreds of years, and specifically for more than five decades. The organization responsible for the integrity of the process is the Office of Presidential Libraries within the National Archives and Records Administration (NARA), an independent establishment of the federal government. John Fawcett, assistant archivist, is the director of the office, and a veteran of the development of the presidential library system. The idea for presidential libraries was conceived by Franklin Roosevelt, primarily emanating from his concern that too much of our historical record was being lost, particularly that which pertained to and reflected history as seen, recorded and lived by our presidents. Many former presidents, whose papers were their personal property, lost their records, destroyed them, sold them, gave them away, and were more or less careless in maintaining these historical materials for posterity. (For an excellent reference on the loca- tion of records and materials of former presidents, see Records of the Presidency: Presidential Papers from Washington to Reagan by Frank L. Schick with Rene Schick and Mark Carroll, (Oxys Press, 1989). During his presidency, Franklin Roosevelt worked with a group of his friends to raise funds and erect a building on the property of his boyhood home at Hyde Park. He and his wife, Eleanor, began placing their papers there, and prior to Roosevelt's death deeded the entire estate to the American people. It was accept- ed, and responsibility for the care and maintenance of the property was assigned to the National Park Service, with the National Archives and Records Service tasked to preserve and make available for research the president's papers, photographs and gifts included in the collection. This set the pattern for subsequent presidents, each of whom has worked with family and friends to raise funds and construct a facility, and has deeded their papers, photographs and artifices to the American people to be deposited in a presi- dential library. The terms under which all of this is carried out is prescribed in various statutes, including the Presidential Libraries Act of 1955, the Presidential Libraries Act of 1986, the Presidential Records Act of 1978, and a special law pertaining to President Nixon's records—the Presidential Records and Materials Preservation Act of 1974.

On Nov. 3, 1992, immediately upon learning that President Bush would become a former president on the following Jan. 20, the Office of Presidential Libraries increased significantly the pace of their activities aimed at carrying out their responsibilities for setting up another presi- dential library. Working with the White House Office of Records Management, outgoing officials of the Bush administra- tion had to be advised on how to begin placing their records in archival storage boxes. Guidelines on what to retain and what to discard were communi- cated and discussed, and many questions were answered about
A second part in a series of reports from the fledging democracy

Peter Manning

Now is an exciting time to be in Estonia. There are numerous changes that are both challenging and daunting. The political environment is changing as the country and this part of the world seek to develop their own brand of democratic democracy. The economic environment is opening opportunities as a free market system takes hold. The social environment is changing too, as Estonians are having to cope with the benefits and the problems that result in a free and more open society.

There is one additional institution that is facing the impact of these momentous changes: the nation’s higher education system. A recent report, Identification Report on Higher Education Development in Estonia, created by a joint Finnish/Estonian task force, highlights the main constraints facing those who run the system:

1. Lack of higher education policy and legislation at the national level;
2. Lack of national level higher education budgeting system;
3. Inefficient university administration;
4. Lack of information network and insufficient access to different resources;
5. Poor technology transfer system;
6. Inadequate integration of research and education;
7. Inadequate system to gather information on labor market needs;
8. Inadequate continuing education system;
9. Unrelevent diploma and degree programs;
10. Unqualified teaching staff.

Estonians now have an opportunity to recreate their system, but the prospects are not easy for several reasons. First, academic leaders will have to undo the problems of several decades of foreign domination. This not only involves the poor allocaion of resources, manpower, and capital, but the mindset of some administrators and faculty. For many years, outside forces made all the important strategic decisions about curriculum and resources controlled the system. The old method also hindered creative thought by Estonian academics because the system only valued ideas coming from the former Soviet Union.

Second, Estonian academic leaders must rebuild the system with fewer financial resources. This includes not only the infrastructure (library, campus space, audiovisual equipment and even basics, such as chalk and erasers), but also the morale and productivity of the staff (faculty, administrative, support personnel). This will allow them to provide more service oriented to their customers: the student population and the general population.

Third, they need to prepare their students, faculty and country for the 21st century at the same time that other fundamental changes are going on in their own circumstances and in the world around them. In the long run, they will need to make their university system more competitive.

The Potential of International Academic Partnerships

There are several specific, prioritized areas that Estonian leaders are having to contemplate, just as their counterparts in other former Soviet states are:

1. Development of long term strategies for academic governance;
2. Development of long term sources of funding beyond state activity;
3. Assessing infrastructure needs in the classroom;
4. Development of accountability at administrative and teaching levels, as well as methods to evaluate success.

Directions for the Future

Overall, the prospects are excellent. Backgrounds for development of higher education in Estonia are positive, but the outcome will depend on several factors. As Estonian society changes, it will demand more accountability from its institutions of higher learning. For example, are the courses relevant to the nation’s needs? Are the faculty and administration productive? Are resources being used in the best fashion? In short, are the Estonian people getting a positive return on their investment in higher education?

These are questions that counterparts in more developed nations ask, and it is especially important when academic leaders begin to go before the Estonian Parliament and justify their case for more resources in a time of limited availability.

As part of their overall strategy, Estonian and Baltic leaders are extremely interested in developing partnerships with American organizations. ASPA’s chapters and its membership have an important potential to give and to gain in this effort. One option is to determine which academic and nonprofit institutions in their chapter’s area have already begun this type of partnership activity. Establishing contacts with these individuals—for example, returning Fulbright scholars or visiting international scholars—may be an important resource to enhance a chapter’s speaker series or at a panel presentation for upcoming opportunities and national conferences.

These types of resources can provide a timely insight into the problems and prospects going on in another country’s development. Another option is to offer direct support. This may be in the form of a one-time effort (a box of books on public administration) or a longer term effort (a scholarship stipend for an international student who plans to pursue a career in public service).

Developing effective educational partnerships offers one important way to guide the academic system into the 21st century. Organizations in developed settings have a crucial role to perform in countries adopting a free market, democratic system. But, partnerships have their limits, and Estonia’s academic leadership ultimately will not be judged on how they adopted a German or an American model. They will be judged on how they created an Estonian model of higher education. The implications of this are not only crucial for the academic community, but for other sectors of Estonian life and development as well.

Peter Manning is a member of the PA TIMES editorial board and with the US Department of Agriculture’s Agricultural College in Waltham, MA.

OCCUPIDENTIES CONTINUE TO GROW IN ESTONIA

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PUBLIC ADMINISTRATORS HOOK UP TO TECHNOLOGY

Joanne Deskby

"If you know the extension of the person you want to reach, press the last four digits now to be connected to their voice mailbox. If not, press "one" for an operator." You have now entered the Public Information Voice Mail system, which allows individuals to leave messages without interacting with another human being.

Today, an increasing number of local, state and federal government offices and organizations are purchasing voice mail boxes and other computer-based automated phone systems that enable callers to access previously recorded messages.

Voice processing systems date back to 1987 when Applied Voice Technology of Kirkland located in WA built a voice processor around a personal computer and sold their systems to other companies, according to a June 1991 issue of The Economist. In 1990 a Arizona voice-processing firms made about $600 million annually with business growing at about 10.3 percent a year.

One reason more people are obtaining voice mail systems is because of the long-term cost reduction. In the city of Virginia Beach's report, Productivity and Right-Sizing Initiatives, released in March of 1993 voice mail has proven to save the city money in a number of departments.

For example, at Virginia Beach's Convention and Tourism Promotion Division a $30,680 voice mail system was installed last November 1991 at the Visitor Information Center. Tourist-related businesses in the city were given the opportunity to rent advertising space on a display board and were also programmed into the system. Callers could access a description of the business if desired. Advertising resulted in $39,000 in revenues. The city expects to collect approximately $10,000 annually from this advertising component. Also, the center was able to increase the number of calls they responded to by 35 percent.

The Department of Housing and Neighborhood Preservation, the Telecommunications Union, the Municipal Center, the Central Library and the Department of Planning are among the departments which have installed voice mail in Virginia Beach. According to the city, the installment has resulted in allowing more time for receptionists to work on other projects.

Virginia Beach has also saved staff time with the installation of City-Line a 24-hour a day automated telephone information system. For the first six months of operation City-Line saved the equivalent of 400 hours of staff time. Located in the Office of Public Information, the system allows callers to receive messages about city services, programs, events, employment and issues. Also the Citizen Request for Service enables the user to request assistance from the city. Surveys can be conducted with this program. The city estimated the staff assisted calls cost approximately 68 cents each while City-Line calls cost nine cents each.

GASB LOOKS TO ASPA FOR INPUT

ASPA's continuing leadership role in the promotion of performance measurement brings representatives from the organization to New York City on May 10 to participate in a hearing sponsored by the Government Accounting Standards Board (GASB).

The hearings (another is scheduled for May 5 in Vancouver) are GASB's attempt to obtain information from interested individuals and organizations about the issues discussed in its Preliminary Views document on concepts related to performance measurement and accomplishments reporting.

According to ASPA members who have been working on performance measurement issues, whoever speaks for GASB's behalf (still undecided at press time), will certainly come to the microphone with ASPA's 1992 Resolution Encouraging the Use of Performance Measurement and Reporting by Government Organizations, passed in 1992 by ASPA's Assembly.

While the deadline for written requests to speak has passed, observers to the hearing are welcome and, according to GOA, "urged to submit written comments." The hearing will take place at the Institute of Public Administration, 55 West 44th Street, Third Floor, New York City.

For more information, call Jay Fountain at GASB at (203) 847-0700 (extension 259) or Ellen Falk (extension 210).

WHERE THINGS STAND

THE SENSE IS THAT THE CENSUS STANDS AS IS

Despite the arguments of New York City and others, the federal judge recently refused to overturn a Bush administration decision to rely on "unaudited" 1990 census numbers for Department of Reapportionment.

Ironically, Judge Joseph McLaughlin decided 460,000 uncounted numbers (those which employ weighted sampling techniques) are probably more accurate; however, because the Commerce Department Robert A. Mosbacher's use of the original figures could not be considered "arbitrary and capricious," the actual head count remains the official total.

WHITE HOUSE OPENS UP ITS ELECTRONIC DOORS

President Clinton and Vice President Gore have placed the construction of a national fiber optic information "superhighway" high on their agenda. Clinton's goal is to take the already existing information networks one step further by encouraging the participation of individual homes and businesses. In keeping with that agenda, the White House has opened up an electronic bulletin board/e-mail system accessible with most Citizens will have the opportunity to obtain presidential speeches, statements and interviews and will be able to access messages as well.

NORTH DAKOTA LIMITS PUNITIVE DAMAGES

SB 235 is the most recent weapon in North Dakota's fight to control of punitive damages. The bill, signed into law by Gov. Schafer last month, limits punitive damages to two times the compensatory damages or $250,000, whichever is greater. "The threat of unbridled punitive damages used to bring a case to speed settlements," said a state lobbyist and bill supporter, "has represented a legal black hole in North Dakota's personal injury laws."

The new law also requires "clear and convincing" evidence to warrant punitive damages and prohibits the award of punitive damages if no compensatory damages are awarded. More information on the law can be obtained by calling (202) 337-5990.

SUPREME COURT HELPS MAINE FORM MORE PERFECT UNION

Contractors working to clean up Boston Harbor have been hounded orders from the US Supreme Court to listen to the state of Massachusetts when it tells them to hire union employees or to agree, in advance, to work, wages, benefits and working conditions. An association of nonunion construction contractors claiming that such policies would stifle competition and drive up costs on the project. The US Supreme Court overruled a decision by the federal appeals court favoring the challengers. The case, Builders & Contractors of Massachusetts/Rhode Island, turned on the distinction between the state as regulator (when interfering with union-employer negotiating) and the state as proprietor (when contracting—effectively as a private builder).

US COURT OF APPEALS LIFTS HONORARIA BAN

The US Court of Appeals has given the green light to federal civil servants to speak and write, and get paid, about their work in their own time. Congress imposed a ban on honoraria which the Court recently declared an unconstitutional restriction of free speech. The Court also found "overreaching" the restriction on federal workers being paid for speaking or writing about topics unrelated to their work.

TESTIMONIES HEARD TO REDEFINE NATION WIDE AMERICAN POLICIES

As the US House Committee on Native American Affairs considers adjusting its policy on Native American gaming, the National Governors' Association (NGA) put in its two cents when NGA chair Roy Romer of Colorado testified that gaming on Native American lands should be limited to the kinds expressly authorized by state law. According to the NGA, recent federal court actions have upheld a tribal position that if any gaming in the same legal class is permitted (such as a state run lottery), then all gaming in the class (including casino-style gaming) is also permitted.

CLINTON EXPANDS FEDERAL EMPLOYEE HEALTH BENEFITS

Federal employee health insurance plans may soon cover abortions if the Clinton administration is successful in overcoming another Reagan/Bush policy. Currently, federally covered health benefits do not pay for abortion or any other procedure that the pregnancy threatens the life of the mother, but the president's budget eliminates a provision attached to the Treasury Department- Postal Service appropriations bill. A US Office of Management and Budget spokesperson said efforts will be made to comply with state laws. The ban also forbids the use of federal funds to pay administrative expenses "in connection with any health plan under the Federal Employees Health Benefits Program which provides any benefits or coverage for abortions."

NEW STUDY WEEDS CITIES TO SUBURBS FOR RICHER OR POORER

Economic growth or decline of suburbs is closely related to the growth or decline of their cities, according to a new study by the National League of Cities. "All in all" "Together" examines parallels in household income changes as well as larger economic indicators. For more information, contact National League of Cities at (202)626-3158.
This innovative program focuses on placing power and decision making back into the hands of citizens.

The state continues the collaborative process by creating an action agenda. They must agree on specific projects to address their key priorities, determine time lines and deadlines for implementation, and select responsible parties for overseeing each project.

After stakeholders have completed the planning phase, the implementation phase begins. At this point, their action strategies become a reality. Communities receive ongoing professional assistance and facilitation and are eligible for $812,500 in implementation grants. After a total of three years of CHCI participation, the Colorado Trust and National Civic League believe that stakeholders will have ample experience working together; they will have the skills and tools to help their community continue to work together.

The Colorado Trust will soon select the next round of participants for 1994. The Board will review new applications and will decide on 10 more communities for CHCI acceptance. The Colorado Trust and National Civic League anticipate that the outcome of CHCI and the efforts of participating Colorado cities and towns will result in a host of healthy communities spreading across the state. These healthy communities will successfully improve the well-being, viability, and quality of life for millions of Coloradans.

Suwan Downs is a program assistant for the National Civic League. For more information, contact her at (303) 571-4341.
CANADIAN PA PRESIDENT EXTENDS GREETINGS TO ASPA

Robert Giroux
One of the pleasures of being President of the Institute of Public Administration of Canada (IPAC) is the opportuni-
ty to meet members of the pub-
lic administration community in the United States. I have enjoyed very much getting to know President Lynch and sharing ideas about the state of public administration in our respective countries. In this same vein I look forward to meeting ASPA members at the San Francisco conference in July.

I eagerly accepted Lynch's kind invitation to write a guest col-
umn on the IPAC Award for Innovative Management for two reasons. First, with this award for organizational achievement in the public sector, the Institute has made an important contribution to improving the quality of public administration in Canada. Second, in so doing, it has heightened the profile of IPAC to government, the private sector and the general public.

The idea for an award for orga-
nizational excellence grew out of a discussion of what to do about improving the image of the public sector. We knew that there were many innovative activities taking place in the public sector but we had just scattered anecdotal information. We reasoned that if others, including the general public, were aware of the positive changes taking place in public bureaucracies rather than just the criticism appearing in the newspapers then the image of the public sector would be improved and public servants could begin to feel better about themselves. We hit upon the idea of an award hoping that the somewhat forgotten value of recognition can be attributed to the award.

Further, we thought that an award would produce other ben-
efits. It would identify and pub-
lize success stories in the public sector worthy of emula-
tion. It would foster innovation in the public sector by encour-
gaging and recognizing organizations and people for creative and effective ways of doing things. Finally, it would increase the visibility of the Institute and produce good man-
gazine articles for our new Public Sector Management.

The IPAC Award for Innovative Management was announced in the fall of 1989. Coopers & Lybrand, a management con-
sulting firm, was secured as the sponsor, and five prominent Canadians were selected as the jury. The theme of the inaugu-
ral competition was "Service to the Public." We were surprised and delighted to receive 57 sub-
missions. The number of sub-
missions was far beyond our expectations.

SBFM ANNOUNCES ANNUAL CONTEST

ASPA's Section on Budgeting and Financial Management is seeking nominations for its Student Paper awards. Undergraduate and gradu-
ate students who have written outstanding papers in the field are nominated by faculty from whom they have taken a course relevant to the Section's interests. The course should have been offered between January 1992 and June 1993.

The papers can represent a variety of formats and topics. In the past, papers have been individual and group efforts, traditional research topics, criti-
cal literature comparisons or analyses of finan-
cial documents. The topics have ranged across the discipline: computer usage in financial administration, trends in state debt issuance, lot-
teries as a revenue source, the value added tax, school finance, health care financing, federal budgetary issues, cutback management and local government financing issues.

Judging the papers will be both academic and practitioner members of the Section's board of directors. Eligible student papers are evaluated on the basis of several criteria: potential impor-
tance to the practice, originality and theoretical importance; quality; technical appropri-
ateness of methodology; clarity of writing.

President's Column

Thomas D. Lynch

In both the public and private sectors, the fate of the moment seems to drive our thinking—the latest is Reengineering, which was prompted by "Reengineering Work: Don't Automate, Obsolete" by Michael Hammer in the summer of 1990 Harvard Business Review. This fad stresses complete rethinking and process redesign particularly at informa-
tion handling. Information should be captured once at the source with design focusing on parallel rather than sequen-
tial processes.

The key to reengineering is finding a dramatically better way to move infor-
mation. According to the March 16, 1993 Wall Street Journal, reengineering has been incredibly successful in Motorola, Xerox, Ford and Banc One. With the implication of radical job cuts throughout the entire private sector. With a total of 90 million jobs in the entire private sector, reengineering could mean cutting 25 million. The Wall Street Journal claims that reengineering could be the biggest social issue of the next 20 or due to its impact on unem-
ployment and underemployment. Its impli-
cations could equal that of the industrial revolution.

Large claims for new management fads are not unusual, but public administra-
tion are receiving the importance of reengineering in two ways:

1) It will influence public administration just like scientific management influ-
enced our field in an earlier era.

2) It has public policy implications over a broad range of government pro-
grams. According to Governing maga-
azine's March 93 issue, reengineering has been implemented already in Oregon's Department of General Services, Napa County (CA) public assistance program; Connecticut's Department of Labor, and Alabama's financial management system.

Success tends to depend on normally important factors: a clear and simple reengineering project goal; building bottom-line support; overcoming organizational resistance to change and top-level support. With reengi-
neering, you can expect to hear such phrases as "work teams," "empower-
ment," "simplifying and speeding up the work flow," and "just in time inventory control." Resistance to reengineering will be even more com-
plex in the public sector than the pri-
ivate sector because special interest groups are likely to exercise their political influence to "avoid hurting their friends" when massive job cuts are at stake.

Given the extraordinary potential produc-
tivity would be achieved by bureaucratic orga-
nization that processes paper, the reform pressures should be significant.

According to Hammer in that important Harvard Businesses Review article, Mutual Benefit Life was able to cut its processing of insurance applications from as long as 25 days to as little as four hours with reengineering. Many govern-
ment operations such as welfare, housing, veterans' benefits, pollution and motor vehicle registration involve similar paper processing challenges found in insurance companies. The job cutting and quality management improvement implications are remarkable.

Although the management improvement implications to public administration are important, the bigger questions involve public policy. If reengineering massively downsizes organizations and has the impact of the industrial revolution, then the likely repercussions on society will be not only larger numbers of unem-
ployed who used to have good paying jobs but also greater shifting from full-
time to part-time employment with few or no fringe benefits. If the more radical claims come true, President Clinton's investment strategy may not be too large but rather far too small to match the country's needs. Investing in education, training, improved infrastructure, com-
mercially oriented research and develop-
ment, and other national economic competitiveness efforts are sound nation-
al policy. However, if a fundamental economic structural change in our soci-
ety is occurring well beyond the normal business cycle, then President Clinton's policies may be too modest.

If massive job cuts occur, the economic and political environment of public administration will become even more complex and heated than in the Reagan/Bush era. With: unemploy-
ment and underemployment, there will be demands for better minimums for health care, housing, welfare, education, and other basic human concerns. At the same time, the shrinking middle class will face increasing tax demands placing a significant strain on democracy itself. Given the likely increase in the number of retirees, the impact of international economic competition and job cuts due to reengineering, the result should be sig-
nificant economic and political tension for an extended period of time, not only in America but all the major nations of the world.

As ASPA president, I encourage our chapters and sections to examine carefully this latest fad—reengineering. Can it help us better service the public? If yes, how can we introduce it into our work places and college courses? Does it have larger public policy implications? If yes, what are those implications and what should we do to adjust to those implications? If reengineering is a significant new development, the role of public administration in our society not only remains important but it is likely to become even more significant in the future.
GIBBS ANNOUNCES ASPA TASKFORCE CHAIRS

President-elect Christine Gibbs announced her chair appointments to special taskforces on education and resources and development as well as the committee on internationalism and the constitutional review committee which is required to meet every five years to consider updating the organization's constitution and by-laws. In doing so, Gibbs called for participation from the membership:

Taskforce on Education
Looking at ASPA's role in encouraging the teaching of public service and public administration in K-12 as well as the teaching of management in university programs.
Chair Ed Twedt
Vice Chairs Ted Herbert and Charles Washington

Taskforce on Resources and Development
Exploring how to expand ASPA's resource base and develop new or better ASPA products for the membership and for the public service community.
Co Chairs Mark Gibbs
Chair Elaine Orr
Vice Chair Charles Washington

Committee on Internationalism
Defining what ASPA's role is and should be in the international public administration community and providing a forum for those who are or want to be active in the field to interact.
Chair Pat Conklin
Vice Chair Kathy Hensley

NAPA HOSTS REINVENTING FORUM

"The reinventing government movement is like an organism without a central nervous system," stated David Osborne, co-author of Reinventing Government, while speaking about the creation of an alliance for redesigning government. "People don't know who has already invented the wheel they're trying to invent, who the experts are, who the consultants are—or even where to turn to referrals. The alliance will be that central nervous system—a source of information, a place to go for referrals, and a vehicle for connecting people and ideas."

The newly created Alliance for Redesigning Government plans to address the critical problems facing government by forming a network of individuals working on reinventing government issues. The network will be linked by a fax newsletter, electronic bulletin board, referral service and other methods. House at the National Academy for Public Administration (NAPA), the alliance includes city managers, mayors, governors, and senators; business and labor leaders; community and nonprofit activists; and journalists and scholars.

"An entrepreneurial approach to government is an idea whose time has come," said alliance co-chair William Hudnut, mayor of Indianapolis, in a prepared statement. "People want us to get beyond the choice of merely paying higher taxes or getting less in services. The demand is there for us to manage better."

One of the first projects of the alliance is designing a prototype human investment budget for states. The Alliance will be working on this project in conjunction with the Council of Governors' Policy Advisors, the Corporation for Enterprise Development, the National Association of State Budget Officers and the National Governor's Association. Other alliance plans include conferences, developing curricula for public policy schools and a media campaign.

The Alliance has received funding from the Ford Foundation, ARCO, and NYNEX.
For additional information contact Barbara Dyer at NAPA at (202) 367-3190.

MEMBERS ON THE MOVE

The Executive Committee of the Coalition to Improve Management in State and Local Government has appointed James E. Kunde as the executive director. The coalition's new headquarters will be at the School of Public and Environmental Affairs at Indiana University.

Weston Agor received the Burlington Resources Foundation Award from the University of Texas at El Paso.

Cheon Bong Kim, professor of public administration at Jeon Ju University, has been elected the president of Jeonbuk Advisors, the Corporation for Public Administration, Korea.

Charles D. Monheiser has been elected president of the American Water Resources Association for 1993.

Former New York Metro chapter president, Mortimer L. Downey, has been nominated deputy secretary of Transportation by President Clinton.

ASPA ACKNOWLEDGES CONTRIBUTORS

Supporting Individual Members

Phillip S. Hughes
Port Republic, MD

Kerry Perrine
Director of Policy and Planning
NJ Dept. of Personnel
Princeton, NJ

William A. Treadwell
Long Beach, CA

Frank R. Jones
President/CEO
Suffolk Regional Off Track Betting Corp.
Hasbrouck, NY

Harold Abrams
Director of Planning
NY City Emergency Medical Service
Rego Park, NY

Harry Mohr
Post Commander
US Army
Southern Europe

ASPA Endowment

Lawrence F. Keller
Associate Professor
Cleveland State University
Lakewood, OH

Chair Alan Rosenbaum
Vice Chair Fran Burke
Constitutional Review Committee

Last year's graduate winner was Catherine Collins of the University of North Texas whose topic was South Carolina v. Baker: The Case and Its Implications. The undergraduate winner was Gwen Michelle Grosman of Indiana University. Awards of $150 (graduate) and $75 (undergraduate) as well as commemorative plaques will be presented to the winners at SBFM's annual conference in Arlington VA, Oct. 16-19. The winners will be encouraged to present their papers in appropriate panels.

For more information, contact Karen Stanford at the above address or call (307) 766-6484.

SICA OFFERS CONFERENCE SCHOLARSHIPS

Six $200 scholarships will be awarded to defray the costs of students traveling to ASPA's National Conference scheduled July 17 - 21, 1993 in San Francisco.

Three of the scholarships are being offered by the Section on International and Comparative Administration (SICA) and the other three by the Graduate School of Public and International Administration (GSPIA) of the University of Pittsburgh. The fellowships are named for the late David J. Gould, a former chair of SICA who taught at GSPIA.

All graduate students in an MPA or PhD degree-granting program studying comparative and international administration are encouraged to apply.

Students should send a curriculum vitae with a cover letter stating their reasons for wishing to attend the conference and a brief account of how they feel they will benefit. In addition, a recommendation from a faculty member must follow under a separate cover.

The deadline is May 21, 1993. Send all applications to Jennifer M. Coston, Chair, David J. Gould Scholarship Committee, 23329 SE 35th Place, Issaquah, WA 98027.

The two other members of the Committee are Marcus D. Ingle, Director, International Development Management Center, University of Maryland, and Professor Nancy Ruth, Yale University.

Candidates will be informed by June 14, 1993, and the names of the recipients will be announced at the SICA annual business meeting scheduled during the ASPA national conference in San Francisco.
Neal Peirce's New Book Offers “Citistates” Solution to Lagging American Economy and Embattled Cities

America's citistates—great metropolitan areas from Dallas to Baltimore, Phoenix to Seattle—could be the critical arenas for solving US economic and social woes, argue syndicated urban columnist Neal R. Peirce and his colleagues in a provocative new book, Citistates: How Urban America Can Prosper in a Competitive World.

The authors define citistates as the world's great metropolitan areas, constellations of regional economies around a major city. In the post-Cold War world, such international citistates as Singapore, Tokyo, London, Hamburg, and Milan and their American counterparts—from Boston to Chicago to Los Angeles—are the critical focus of global economic activity directly competing and cooperating with one another.

America's citistates, the book argues, could be the arenas in which President Bill Clinton's "all of us in this together" approach works most effectively. These great metropolitan regions—where more than half of all Americans live—are large enough to take on the cross-jurisdictional challenges of workforce preparedness, education, physical infrastructure, environmental quality, and economic positioning; yet small enough to allow a measure of personal interaction between citizens and institutions.

AMERICAN CITISTATES LAG BEHIND WORLD COUNTERPARTS

"But," warn the authors "most American citistates lag well behind their European and Asian counterparts. They can't compete effectively today because of destructive social and racial tensions, the deep socioeconomic gulf between poor cities and their affluent suburbs, their inability to contain growth within a compact geographic area, and their unwillingness to establish the rudiments of regional governance."

SIX CITISTATES EXAMINED IN DEPTH

The authors look in depth at the civic and economic dynamics of six US city regions, Phoenix, Seattle, Baltimore, Dallas, St. Paul and Owensboro, Kentucky. Then they offer a step-by-step program American citistates must adopt in order to establish their "niche" in the new world economy.

Neal R. Peirce is an ASPA member and a founder of National Journal. Author of ten books including The Book of America: Inside Fifty States Today (WW Norton 1983) and syndicates his column through the Washington Post Writers Group. Curtis Johnson is former director of the Citizens League of the Twin Cities and presently senior policy advisor to the governor of Minnesota. John Hall is also an ASPA member and a professor at the School of Public Affairs, Arizona State University and has written extensively about urban politics and intergovernmental issues.

Please, 
☐ send along ____ copies of Citistates: How Urban America Can Prosper in a Competitive World. at $15.00 a copy.

Name: ____________________________
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Address: __________________________
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Telephone: __________________________
☐ check enclosed in the amount of $ _______
☐ please charge my □ mastercard □ visa
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Send to: ASPA Products Department, 1120 G Street, NW #700
Washington, DC 20005 (202) 393-7878 Phone; (202) 638-4952 FAX

$24.95

Attention ASPA members!

$15.00

A limited quantity of Citistates: How Urban America Can Prosper in a Competitive World is being offered at a more than 60% discount to members of ASPA. This special discounted price includes postage. Limit: three copies per member.
Recognition of Employees is Vital to Reform Efforts

Sandra J. Hale

The calls for reinventing, redesigning and reengineering government across the country have taken on a new urgency as the words settle into our collective consciousness. But the welcome difference in the emerging paradigm.

This is not just another round of politically motivated cost-cutting that begins with the premise that government is the problem. A theme of reward and recognition forms the underlying refrain. It’s based on a respect for public sector employees, that their dedication is a given, and that recognizing their innovative ideas is the cornerstone of reform.

That said, recognizing good government and using that as a basis to move forward will still be hard. Who of us in public management hasn’t watched in bemusement as business and the media extol quality, customer service, employee empowerment, and reward and recognition? This message is reinforced by polling research that positive impressions lies at the core of self-esteem. You get positive results by focusing on existing positives. This is why the quality movement has embraced the term “continuous improvement” as its motto. Learn from the past and improve the present to reap greater rewards in the future.

How ironic then that what we reinforce as good business leaders, or even as good parents, we so readily ignore when we deal with government. After all, media headlines come by exposing the bad and indifferent of government. Isn’t it good news, no news? Who ever thought that a story on good government would invade the daily yarn.

Of course part of this negative expose mentality comes from our peculiar world of adversarial politics. It’s difficult for candidates who run against incumbency to turn around and praise what they’ve summarily dismissed. Newly elected officials are even suspicious of experienced government employees who were significant participants in previous administrative efforts. Add to this legislative oversight which often confuses combating messages to public managers.

This is a fire cry from a corporate board of directors where board members may disagree on strategy but are still rooting for the same cause.

Cutting through such political paradoxes won’t be easy, but we can and should make a new effort to Expose Good Government. We should begin by asking our public sector colleagues to tell us about their recent change efforts. The emphasis should be on what work they’re most proud of and what group improvements they believe are most fruitful.

To push this discovery process, we could create a new form of the much touted Employee Satisfaction Index or ESOP. In this case, ESOP would stand for Employees Shape Operations Plan. It is research and design and self-directed. It is a sense of purpose and recognition are much stronger motivators than money, especially in the public sector. Current ESOP’s serve several purposes and take various forms. Many companies turn to them when they are in financial trouble and need major help. They can also provide tax advantages for both the company and employees. And they can help ward off unlawful takeovers. But even secure companies realize that shared ownership translates into shared commitment to results.

Since pride of ownership does not require entrepreneurial ownership, a public ESOP would spell out a larger role for employees in shaping organizational goals, strategies and evaluation. In exchange for wage and cost of living constraints, employees would receive increased authority. When you own the solution, you own the problem. And these ESOP agreements can be spelled out in creative new contracts at all levels of government.

Exposing Good Government and creating new forms of public sector work recognition could do a lot to clarify what’s expected from public sector managers and employees. You don’t need to go far to find examples of how important recognition for work achievements can be. Recent articles about Motorola’s internal work team innovations competition are one example. For another dimension, look at the negotiations now underway between Northwest Airlines owners and workers. In exchange for wage and benefit improvements, labor is asking for a significant portion of stock and ESOP rights.

What say matters most however is an agreement requiring major restructuring of debt or as a leading pilot’s representative put it recently: “While the debt contributions are certainly an issue, it’s secondary when you consider that our livelihoods are at stake if the debt problem isn’t addressed now.”

Sound familiar?

Exposing Good Government and creating new forms of public sector work recognition could do a lot to clarify what’s expected from public sector managers and employees. You would help build innovation, evaluation and recognition. But most important, it would reframe the public service’s role in leading change and making a difference. All in all, isn’t that a key reason why people choose to work in government in the first place?

Sandra J. Hale is President of Enterprise Management, Ltd in Minneapolis and former Commissioner of Administration for the State of Minnesota when the state’s STEP (Strive Toward Excellence in Performance) innovation approach was formed.
Is 'Reinventing Government' the Answer?

Thomas Vocina

Reinventing Government by David Osborne and Ted Gaebler has been hailed as an insightful and path-breaking book that will, if its tenets are followed, improve significantly the quality of government in the United States. It has been reported that David Osborne has established a close working relationship with President Clinton's top domestic advisors. Furthermore, as governor, President Clinton characterized Reinventing Government as a "blueprint" for government renewal in the 1990s.

This involvement by Osborne with the Clinton Administration has led to the establishment of a National Performance Review (NPR). Vice President Gore will direct this effort and the NPR is scheduled to issue its report in September of 1993. Most recently, Osborne has assumed the chairmanship of the Alliance for Redesigning Government, whose activities fall under the umbrella of the National Academy of Public Administration (NAPA). The Alliance's primary objective is to "help government change the way it does business and to address more effectively critical policy issues." This, as Reinventing Government is a work that has captured the attention of our President, the Vice President and a number of key Clinton Administration officials, it may deserve a level of scrutiny that it has not received to date.

To begin, Osborne and Gaebler take a different tack than past critics of contenporary bureaucratic government. They indicate that the problem with government programs is not so much working public administrators as it is bureaucratic structures that are outdated. They argue that public administrators should be liberated from the traditional constraints of hierarchical government and allowed to become "entrepreneurs." Anecdotes and short case studies, mostly from middle and upper-middle class Western cities, are where the writers draw their examples. To be fair, there are some examples offered from Harlem and other places as upscale as Sunnyvale and Visalia.

Although the array of their examples is limited, it is the substantive nature of what they advocate that seems unrealistic for most governmental settings. To think that American society is going to be able to deal effectively with a wide variety of public problems simply by creating organizational arrangements that allow public administrators to become entrepreneurs is first order political naiveté. Any new program addresses broad societal problems such as education, crime, and other critical issues will require the involvement of a range of public policy actors including legislators, cabinet and subcabinet officials, and representatives of concerned interest groups.

A large part of such "solutions" will be decisions that have significant financial and regulatory impact. When the financial and regulatory effects of proposed policy alternatives are of major impact, legislators and high level executive branch officials are unlikely to give up control of policy formulation and development prerogatives to independently functioning "entrepreneurs." The danger suggested by Osborne and Gaebler's analysis is that what they advocate in terms of moving away from legislatures and interest groups and getting closer to the agency's customers is simply bad advice for keeping public programs viable. Unless public administrators are significant participants in the policy process, programs are not going to receive attention and financial support from the political system.

By reason of a catchy set of phrases such as "enlightened government," community-oriented government, competitive government, mission-driven government, results-oriented government, customer-driven government, etc., the reader is given the impression that new, technical, sound ideas will make all the difference in solving a series of severe policy problems extant in America.

While it is commendable that Ted Osborne was able to turn a city subsidized softball program into a $24,000 per year profit center for the city of Sunnyvale, saving taxpayers an amount not going to finance the solutions to the problems of poverty, health care and education in New York, Chicago, Los Angeles and other great urban centers.

Lately, in Reinventing Government is suggestive of the coalition of public and political support that must be mobilized in order to establish programs that can address the truly massive problems that tear at the fabric of our society.

Osborne and Gaebler are not in my opinion suggesting approaches that can work. There is a large chasm between the success stories they cite and using the same methodology to address the large, tractable issues. Even if the proposed policies for health care, education and crime that they outline in the last chapter of their book are in fact solutions that we are awaiting, we are not apprised of how support for these programs might be mobilized. Far too often it seems as though there is a false sense of what can be accomplished by solutions that may be technically correct but politically not feasible.

Even if the proposed policies for health care, education and crime that outline in the last chapter of their book are in fact solutions that we are awaiting, we are not apprised of how support for these programs might be mobilized.

Finally, Osborne and Gaebler suggest that government is not organized to act efficiently the tasks before it. In this regard, many of us could cite cases of where governmental programs achieved less than hoped for results. On the other hand, we have often in invested relatively few dollars to overcome poverty through programs such as Head Start and we may be making strides beyond what we have a right to expect gives a meager financial investment.

In sum, there is much less than meets the eye in Reinventing Government. Solutions to the major issues that confront American society seem not to reside within the pages of this work. If we believe that the blueprint for the solutions to America's problems lies in what was accomplished in Sunnyvale and Visalia, we'll surely be looking for a new blueprint four years from now.

Thomas Vocina is head of the political science and public administration at Auburn University.

Taking Public Service Recognition to the Streets

Joan Keaton

Why Public Service Recognition Week? Like the phantom in an old movie, the work of public employees is seen but the performers are not noticed. While everyday public employees deliver services that touch the lives of Americans in many different ways, few realize it. They protect our streets, inspect our food, safeguard our water supply, maintain our roads, and teach our children, and control airline traffic.

Their occupations run the gamut, from tax auditors, to social workers, to computer experts to park rangers, yet the impression most citizens have is a moonlight called "the civil service." These programs are based on knowledge, either first hand or secondary. It therefore behooves us to make a concerted effort to draw the connection between the successful delivery of these services and the public's perception of government. Education and communication can destroy the power of the negative image that views public service as ineffective at best. We must be strong, have credibility and be able to grow. Hence it answers the question, Why Public Service Recognition Week? Public Employees Roundtable and the President's Council on Management Improvement, co-sponsor Public Service Recognition Week as just such a vehicle for raising the consciousness of citizens. It puts a human face on "government." Mail events such as the one in Washington, DC and other cities as well as open houses, tours, and other events provide opportunities for government employees and individual members of the public to see and talk with one another. These events help citizens understand what it is that government accomplishes for them and to see for themselves that the people who do it are much like the people they meet in non-government services, classrooms, factories, or any place.

Mail events are bolstered by Public Service Excellence Awards that recognize the extraordinary contributions made by teams of public employees. We need to consciously market our successful innovations and creativity. In offering a national focus the Week allows us to collectively say that good government is the norm in our country and this is how that translates in our city. Credence is lent, through the number and quality of our examples of outstanding programs and employees, to our assertion that we have a positive impact on the quality of life in America. It also reflects an awareness that we need to build bridges of dialogue with our communities, if we are to find innovative solutions to the challenges of the current decade.

The current trend of town meetings and citizen forums on national issues is healthy. We can tap into that growing interest during Public Service Recognition Week by holding open houses and mail exhibits that educate the public about our programs.

The Week is one way for everyone to celebrate with arts and dedication of the public service by setting aside time to pay tribute to the "unseen heroes and heroines who make the public work force." Now in its 8th year, this week long event will be celebrated from May 3rd to 9th, in hundreds of ways in nearly 1,000 cities throughout the United States. It's based on the premise that providing public service to our communities is a great responsibility, and without it, we don't have a democracy. It is a way for us to take pride in what we do and the quality and commitment of the people in public service who make it happen.

Joan B. Keaton is executive director of Public Employee Roundtable (PER) in Washington DC. PER is a non-profit, non-partisan coalition of 20 management and professional associations, Membership includes an Associate Council of the county, state and federal agencies as well as a Corporate Forum of 26 large corporations.
ASPA's 1993 Annual Training Conference

It's quickly approaching.

MINI PLENARIES

The 1993 conference boasts an expanded range of mini-plenary sessions led by top experts in the field. The mini-plenaries provide a broad overview of each issue area by exploring the large, global issues affecting public administration. Mini-plenary sessions include:

- "The Case for a Constitutional Amendment for Children, featuring Charles E. Gill from the National Task Force for Children's Constitutional Rights who one syndicated columnist called "possibly the most outspoken advocate for children in the United States," and Morley Safer, the executive director of the South Law Center in San Francisco, California who in 1990 received the ASPA's Award for "distinguished contributions to child advocacy."

- "The Meanings of Buking, focusing on legal issues facing environmental groups trying to accomplish effective advocacy. This session, led by Charles Wise of Indiana University's prestigious School of Public and Environmental Affairs includes: Gaylord Nelson, founder of the Wilderness Society; Harry Cassell, the director of the U.S. Office of Surveys Mining Reclamation and Enforcement; Debbie Faeze from the Sierra Club Legal Defense Fund; and Joyce Kelly from the Defenders of Wildlife.

- "The Dilemma of Federalism and No-Fault Budgeting: A U.S. and international perspective, examining the impact of the national debt, methods for controlling the national debt, debt service programs, and other critical issues in dealing with the United States' debt crisis Moderated by Larry R. Jones of the Naval Postgraduate School, participants include: Aaron Wildavsky of the University of California, Berkeley; Paul A. Vreeman from the University of Geneva, and Katsuki L. Terawaka.

TOTAL QUALITY

Are you having problems keeping up with the needs and demands of people you are supposed to serve? Perhaps it would be in your best interest to learn more about the field of TQM. Start your training on Saturday, learn from Al Hyde and Ronald Gilbert, both recognized teachers in the TQM field, how to begin a TQM program in your own agency or organization in a full day workshop. Follow up your workshop with three days of intensive sessions that answer all of your questions on TQM. Attend practitioner panels and find out what your colleagues are doing with TQM. Is it working? Is it just a fad? Get a broad overview of the newest trends in TQM - how is it evolving as a management practice, how necessary follow-up is for a TQM program to be successful? In a mini-plenary led by recognized experts, explore the theories behind TQM in research sessions where you will hear from those doing cutting edge research. Take from your experience a new understanding of TQM, as well as an extensive set of reference materials from the Saturday workshop.

WORKSHOPS

The 1993 National Training Conference features a number of workshops, both before and during the conference, which could be invaluable to anyone looking for affordable, professional training. Before the conference we are pleased to offer the following workshops.

1. Total Quality Management Workshop

Saturday, July 17, 1993: 8:00 am - 5:30 pm

This workshop will be led by Al Hyde and Ronald Gilbert, both recognized experts in the field. It will focus on the basic principles of total quality management, including the development of quality improvement teams and the establishment of quality goals and objectives. Participants will learn how to apply the principles of TQM to their own organizations.

2. Performance Monitoring

Saturday, July 17, 1993: 8:00 am - 5:00 pm

Participants attending this workshop will take home a working knowledge of the processes needed to get agreement between policy makers and operating levels on program goals, performance indicators, and intended uses of information on performance. They will learn to develop and test systems for monitoring and report and find out how to use information on program performance in budget for manipulation. They will practice in reporting to elected officials and the public on program performance and differences between actual and expected performance. Instructions for this session will be: Joseph Whaley, Director, Washington Public Affairs Center, University of Southern California; Harry T. Hay, Director, State and Local Government Research Programs, The Urban Institute; and Robert Grosman, Employee Development Specialist, OPM.

3. International Development Policy and Administration

Saturday, July 17, 1993: 8:00 am - 5:00 pm

Monday, July 18, 1993: 8:00 am - 4:30 pm

Major themes and practices of development management are explored through participatory case studies, small group discussions and simulations. Topics include: institution building to support development programs, roles for NGOs and alternative development approaches.

4. The Neely Gardner Workshop on Organizational Change

Ailson Conference Center, Pacific Grove, CA

Wednesday, July 14, 1993: 9:00 am - 5:00 pm (start with dinner)

Friday, July 16, 1993: 9:00 am - 5:00 pm (finish with lunch)

This year's workshop will focus on the application of action learning and research techniques to public sector organizations, with special attention to the contributions of Neely Gardner.

5. "Make that Connection," SWPA Workshop on Networking and Mentoring

Sunday, July 18, 1993: 1:30 pm - 3:00 pm

This workshop will present practical ideas on how to create and support networking and mentoring programs with ASPA and other local organizations. Issues such as creating a support network, providing support to others, developing and implementing a mentoring program, career development, and facilitation of role models will be discussed.

MOBILE WORKSHOPS

1. Naval Air Station Moffett Field, Santa Clara County, CA

Monday, July 19, 1993: 8:00 am - 1:00 pm

This mobile workshop will explore the new roles and responsibilities of federal, state, and local decision makers related to not only technical issues, but also issues associated with base closures, cleanups and new lease agreements. An article on this workshop appeared in the April PA TIMES.

2. Bay Area Rapid Transit District (BART), Oakland, CA

Monday, July 19, 1993: 9:00 am - 1:15 pm

Downsizing of the military and the conversion and closing of many military installations are a reality now. With a great deal of down sizing and reorganization, the US Congress and the White House are discussing base closures and disinvestment, and interagency coordination on the issue. In this workshop, attendees will spend a half day with BART staff visiting the San Francisco Bay Area.

3. Presidio and Fort Mason, San Francisco, CA

Tuesday, July 20, 1993: 7:45 am - 1:15 pm

Downsizing of the military and the conversion and closing of many military installations is a reality now. With a great deal of downsizing and reorganization, the US Congress and the White House are discussing base closures and disinvestment, and interagency coordination on the issue.

4. Delancy Street Foundation

Tuesday, July 20, 1993: 8:00 am - 12:00 pm

This workshop will give participants a glimpse into the successful 20-year-old self-help facility which has grown to be the nation's leading rehabilitation and education center run totally by residents, at no cost to taxpayers or clients. No government funds have ever been accepted, no salaried workers have ever been paid. The entire project is run by its residents in the process of changing their lives, following the motto "Each One Teach One."

5. Bay Model Visitors Center, US Army Corps of Engineers, Sausalito, CA

Tuesday, July 20, 1993: 1:30 pm - 4:30 pm

This one and one-half hour Bay Model simulates the tidal pattern of the Pacific Ocean, and the freshwater inflows from the Sacramento and San Joaquin Delta. It is used by government and community organizations, private industry and educators for many purposes, including water and wildlife protection, navigation channel maintenance, and prevention of salinization intrusion.

6. Berkeley Symposium on Public Research, University of California at Berkeley

Monday, July 19, 1993: 8:00 am - 5:00 pm

Topics of the symposium led by two of the nation's top-ranked scholars in public management research will include: theories of administrative rationality, decision theory, action theory, organization theory, theories on management, communications, and budgeting as well as many others. With the registration fee, participants will travel by BART to Berkeley's Campus and receive lunch and coffee service.
San Francisco Hilton and Towers  July 17-21, 1993

Have you registered yet?

Conference Registration Form

1. Options
Choose your registration option. All options are explained on the opposite page. Early Bird Registrations must be post-marked by May 21, 1993.

Option 1 - Program
☑ Early Bird Member - $290
☑ Regular Member - $360
☑ Non-Member - $350

Please circle day:
Sat
Sun
Mon
Tue

Option 4 - Student
☑ Early Bird - $100
☑ Regular - $150

Option 5 - No-Member Spouse/Guest
☑ Early Bird - $75
☑ Regular - $100

Please check here if you are:
☑ Speaker
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☑ CASU Member

2. Workshops
Choose your workshops. Both Pre-conference and Mobile workshops are offered. Check dates, times and explanations in this brochure.

Pre-Conference Workshops Conference Registrants
☑ 1 - $150
☑ 2 - $150
☑ 3 - $55
Pre-Conference Workshops Non Conference Registrants
☑ 1 - $275
☑ 2 - $275
☑ 3 - $80

Mobile Workshops Conference Registrants Only
☑ 1 - $25
☑ 2 - $25
☑ 3 - $20

☑ 4 - $15
☑ 5 - $15
☑ 6 - $20

3. Social
Choose your social events. Conferences are a time to network and make new friends. All social events are included in Option 2 - Comprehensive Registration.

☑ Past Presidents' Cruise
☑ ASPA Awards Breakfast
☑ Leadership Breakfast

4. Fees
Add up the appropriate fees following the formula below.

Part 1 Options Part 2 Workshops Part 3 Social

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Name:

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The fax number printed in the conference brochure is incorrect. Completed conference registrations can be faxed to (301) 855-8579.

OOPS!
NEW PROSPECTS DISCOVERED FOR TQM TRAINING

Pat Keehley

Total quality management experience, insight and methodologies are hitting the airwaves. The US Chamber of Commerce enlisted the assistance of Cooper's & Lybrand's TQM Center of Excellence to deliver live seminars especially targeted at TQM in the public sector. The Chamber's Quality Learning Services (QLS) has dedicated itself to economical "distance learning," working through its 7,000 Chamber of Commerce affiliates throughout the United States. This is an affordable way to expose a large number of public employees to TQM concepts and training.

A special series on TQM in the public sector will be offered in May, June and October of this year. The sessions will consist of a one hour presentation followed by a one hour panel discussion. Panelists will be from federal, local and state government and will add a touch of "real life" about TQM successes. Local governments can join in the training with area Chambers or sponsor their own downlink. To assure maximum participation, all downlink sites throughout the country will have an on-site facilitator to solicit and fax questions to the panel.

The first session, scheduled for May 27, will be presented by Ian D. Litman, co-author of Excellence in Government; Total Quality Management in the 1990s. In its second edition Litman dedicates an entire chapter to how then-Gov. Bill Clinton instituted a TQM approach throughout Arkansas government. In addition to topics described in his book, Litman will discuss the current status of TQM in the public sector, along with implementation strategies and ways to overcome obstacles. A panel consisting of practitioners from the local, state and federal sectors will discuss the hard realities of managing the organizational change to a TQM and continuous improvement environment.

David Wilkerson will present "Measuring Quality in the Public Sector" on June 17. This seminar offers a framework and practical methods for measuring public sector customer expectations and levels of satisfaction. A description of how to link these measures to process improvements will be addressed by the panelists.

Highlighting National Quality Month in October, Cooper's & Lybrand will present two additional seminars. On October 14, Pat Keehley will present on Community Quality Coalitions. Uniting local businesses, governments and educational institutions, these coalitions are emerging as highly successful partnerships. Coalitions frequently establish a quality network designed to promote customer orientation and attract and keep jobs in the community. On October 28, Hank Duffy, responsible for C&L's Higher Education practice, will show how more than 70 universities, colleges and community colleges have adopted TQM and Business Process Redesign (BPR) as sound business practices.

One advantage to the satellite seminar is that the US Chamber handles all the technical aspects of delivering the training. Typically, the seminar costs between $20 and $35 per person. Any city, county, public or private organization can arrange to downlink the session into its own facilities. Partnering with other agencies to share the expense and responsibilities creates an additional opportunity for a cost effective delivery.

Each session is scheduled between 1 pm and 3 pm. People interested in the session but unable to attend a downlink at a local Chamber may purchase a videotape of the broadcast to use throughout their agency or department.

For information on where to attend the seminars contact a local Chamber of Commerce or call Gabrielle Fardwell at Quality Learning Services; 202/463-5506. For more information about the topics call Pat Keehley at Cooper's & Lybrand; 703/908-1510.

BARNARD SOCIETY PLANS TO MEET IN ATLANTA

The Barnard Society (USA) will hold its annual conference during the pre-conference session of the Academy of Management's national conference in Atlanta.

The meeting will be on August 8, from 9:00 am to 12:00 pm in the Madrid Room of the Marriott Marquis Hotel.

Everyone is invited to attend, and there is no registration fee.

There will be a dual theme to this year's conference: "Barnard, Democracy and Management and a Discussion of the Results of the Delphi Survey of Members." Specifically, Society members will have an opportunity to explore how and whether participative management can be a functional reality. In addition, consideration will be given to the results of a survey of society members dealing with "Forecasting the Changing Environment and the Impact on Management and on the Teaching of Masters Students in Management and Administration."

The Barnard Society (USA) is an organization of academicians and practitioners dedicated to the continued development of theory and concepts from the practice of management. For more information contact Jack Rabin at (717) 948-6363.

ADVANCING THE MANDATE DIALOGUE

Proactive Involvement for New England Governments

Tuesday, May 18, 1993
8:15 am - 4:30 pm
Sheraton North Country Inn
West Lebanon, New Hampshire

Learn Effective Strategies for Handling State and Federal Mandates

A one-day conference to promote dialogue surrounding state and federal mandates.

Sessions focus on:
- local governmental authority as it relates to federal and state mandates
- reasons behind select federal environmental mandates
- national perspective on innovative proactive local government involvement
- successful strategies for approaching state legislatures with mandate concerns

SPONSORED BY:
- Maine Municipal Association
- New Hampshire Municipal Association
- Vermont League of Cities and Towns

CO-SPONSORED BY:
- Maine Chapter of American Society for Public Administration
- The University of Vermont, Public Administration Department
- Vermont Chapter of American Society for Public Administration

FOR MORE INFORMATION CALL:
- University of Vermont Conference Center
- 802-656-2088 or 800-630-3188
PA GOES INTO VOICE MAIL
(cont. from page 3)
Conference in San Francisco. One ques-
tion to keep in mind said Garrett, is the
accuracy of surveys conducted with
automated telephone systems.
While most government offices may not
have a complex voice telephone system
that can survey individuals, many gov-
ernment employees are using or begin-
ing to use voice mail systems.
According to the General Services
Administration (GSA), most of the voice
mail systems that are being run are in the
telecommunications area of federal agen-
cies. Canvassing of agencies and pilot-
projects are also taking place at some
federal agencies. According to the sys-
tem management division within the
office of telecommunications at GSA, agen-
cies that want to obtain voice mail
need to acquire it on their own and attach
it to the GSA system.
One of the greatest assets of a voice mail
system is that the message goes directly
from one person to the other said recep-
tionists/accountant fro the National
Academy for Public Administration,
Charles Graham. NAPA receives on
average 300 calls a day. "Help the voice
mail the message goes from the person's
calling mouth to the person's listening
ear. There is no person involved in the
middle," Graham said.
The city of Dallas recently obtained a
voice mail system for their office of
Budget and Research. "I like that people
can leave me detailed messages they
would not be able to leave with a recep-
tionist," said Carla Brewer, an operating
budget specialist in the department and
a new voice mail user. Also Brewer
points out that the voice mail box is able to
notify you when you have messages.
One of the drawbacks of the system,
according to Brewer, is that the caller
must enter the last four digits of the
extension in order to leave the message.
This can be problematic if the caller
does not know this number.
According to telecommunications spe-
cialists there are some basic rules for
effectively using voice mail.

- In your greeting identify yourself and
give some information about where
you are and when you'll return.
- Change your greeting often. Callers
will feel more confident leaving mes-
sages if they know you stay on top of
your voice mail.
- Listen to your greeting or have a
friend call up and critique it. If you
sound hesitant or distracted, you
won't receive as many messages if
you sound composed.
- Return all your calls, or have some-
one return them on your behalf.
- Empty your mailbox regularly. A
mailbox with only a certain num-
ber of messages. When it fills up it
stops recording.
- When you leave a voice message in
other people's boxes, don't just ask
them to return your call. The advan-
tage of voice messaging is the ability
to have non-simultaneous, two-way
conversations. So when you leave a
message, leave your end of the con-
versation.

NEW YORK METRO'S ANNUAL AWARD CEREMONY SCHEDULED FOR JUNE
ASPA's New York Metropolitan Chapter has scheduled its annual meeting and
awards dinner for Wednesday, June 2.
The event will take place at the Merchants Club, located at 26 Thomas Street in New
York City at 5:30 pm and will run until 9:30 pm. Christine Gibbs, ASPA President-
elect will be the key note speaker.
For information contact Stephen Rolandi at (212) 720-3657.

New Books of Interest to Our Members
Historical Geographic Interpretation of Impact and Policy, Lary M. Dilsaver and
Craig E. Cohon, eds., 294 pp., $60.00 hardcover, $22.95 paper.
A collection from historical geographers interested in environmental issues. Case
studies explore either the direct unplanned impact of humans on the natural environ-
ment or the deliberate management policies designed to shape that impact.
Rowman & Littlefield Publishers, 8705 Bollman Place, Savage MD 20763,
(301) 306-0400

Managing the Public Organization, 2nd ed, Cole Elease Graham, Jr., and Steven
Hays. 225 pp., $23.95 paper.
Explores and integrates theories and research findings that describe the work of the
public manager and surveys the management literature relevant to the study of pub-
lic administration.
Congressional Quarterly Press, 1414 22nd Street, NW Washington DC 20037,
(202) 822-1419

The McGraw Hill Recycling Handbook; Herbert F. Lund, ed. 1,184 pp. illus. $84.50
paper.
Provides a helpful and needed bridge between recycling experts and the officials
charged with developing and running recycling programs and operations.
McGraw Hill, 11 West 19th Street, New York NY 10011, (800) 262-4729

26pp., $5.00 paper.
Identifies ways that communities can help families carry out some of their crucial
functions Provides examples and guidelines for municipalities.
NLC Publications Office, 1301 Pennsylvania Avenue NW, Washington DC
20004, (202) 626-3130.
The Recruiter

solving your public service recruitment needs

UNIVERSITY POSITIONS

Bowling Green State University
Public Administration

The Department of Political Science invites applications for an Assistant Professor tenure track appointment beginning August 23, 1993, Ph.D. or near completion of degree required. The successful candidate will be broadly trained in and have a professional commitment to public administration. A secondary specialization of interest is in American government or in the legal foundations of public administration is highly desirable.

Effective teaching in the department's Graduate Program in Public Administration and undergraduate curriculum in Political Science and scholarly publications are expected. Summer research stipends are available through the Center for Governmental Research and Public Service.

To ensure full consideration, all materials should be received by May 31, 1993, although applications will be accepted until a qualified candidate is found. Send curriculum vitae, graduate transcripts, samples of written work, materials to support teaching effectiveness and at least three letters of recommendation which comment on research and teaching potential to: Dr. Roger Anderson, Interim Chair, Department of Political Science, Bowling Green State University, Bowling Green, Ohio 43403. Bowling Green State University is an AABEO employer.

Assistant Professor of Public Administration

The Department of Political Science at Memphis State University invites applications for a tenure-track appointment at the Assistant Professor rank beginning Fall 1993. Responsibilities: teach under graduate public administration classes and graduate classes in accredited Masters of Public Administration degree programs, conduct research and participate in service activities. Candidates with a focus in urban administration, public finance/budgeting, quantitative methods, or program evaluation preferred. Salary competitive. Send letter of application, vita, transcripts, samples of written work, and three letters of recommendation to: Dr. Thomas J. Barlow, Recruitment Committee Chair, Department of Political Science, Memphis State University, Memphis, TN 38152.

The selection process begins April 30 and will continue until the position is filled. Successful candidate must meet guidelines of the Immigration Reform and Control Act of 1986. Memphis State is an Equal Opportunity/Affirmative Action Employer.

Department of Public Administration
Southern University

The Department of Public Administration at Southern University in Baton Rouge, Louisiana seeks to fill a temporary, 9-month position in Health Care Administration and Policy beginning August 1993. The position appointed to this position may be converted to a tenure-track appointment. A doctoral degree in Health Care Administration and Policy or a related field is required. The teaching load is six credit hours per semester. The successful applicant will be expected to teach courses in health care.

The person appointed to the position will also be expected to supervise thses, advise students, and participate in service activities. The Department is seeking applicants with a strong political science and government background.

Applications will be accepted until May 31, 1993 or until filled. Send all material to: Dr. Darren D. Ettling, Chair, Department of Public Administration, Southern University at Baton Rouge, Post Office Box 1906, Baton Rouge, LA 70803; Phone: (504) 771-3100 x 3104; Fax: (504) 771-3105.

An Equal Opportunity Employer

Troy State University in Europe

International Relations

Several faculty positions will be available in Troy State University's International Relations Master's Degree Program with the U.S. Armed Forces in Europe. PhD and citizenship required. Teaching experience and experience in adult education desirable. Starting date will be August 1993. For European candidates, salary plus housing and travel to and from the United States for faculty member and family, and dependent. Language instruction is English. Faculty on unclassified status from another university are eligible for consideration. Faculty start every three months. Send vitae, three recommendations, and transcripts to: C.H. Porter, Associate Dean, College of Arts and Sciences, Troy State University, Troy, Alabama 36082. Troy State University is an EEO/AA/Title IX University.

Wichita State University

The Hugo Wall Center for Urban Studies invites applications for a senior level position in public administration and effective Fall 1993. Salary is commensurate based on qualifications. Experience in research on public policy and administration, and a background in urban studies is required. The position requires: (1) a PhD in public administration, political science, economics, urban affairs, or a closely related field. Preference will be given to candidates with teaching and research experience in public financial management, governmental budgeting, policy analysis, or economic development. Candidates should have a demonstrated interest in public policy and administration at the state and local level, and be able to work in a multidisciplinary setting, and be willing to seek external support for research and participate in community service.

Send vitae, three letters of references, and samples of research to: Professor Joe P. Piccicto, Director, Hugo Wall Center for Urban Studies, Wichita State University, Wichita, KS 67260-0080. First consideration of applications will be on those applications received by April 15, 1993, and again on those received by May 15, 1993. Applications will be accepted until the position is filled. Wichita State University is an equal employment affirmative action employer.

The University of Georgia
Fanning Leadership Center

Leadership Development Associate

The Fanning Leadership Center, The University of Georgia, invites applications for the position of Leadership Development Associate. The Center, which has staff members drawn from five other units of the University, practices a collaborative approach to leadership development. Its mission is to facilitate and advance leadership development by serving as an effective source of University-based knowledge and information about leadership. It has statewide responsibility for serving local community leadership development needs. The 12-month appointment carries public service faculty rank.

Doctorate preferred. Appropriate fields include Leadership Development, Adult Education, Sociology, and Community Development. Qualifications include experience in developing and implementing leadership programs for a variety of audiences, teaching experiences and program delivery techniques tailored to multiple audience experiences, experience in program design and evaluation, published articles, papers and/or instructional materials, experience in applied research, and a demonstrated ability to work with interdisciplinary faculty members, students and the public.

Salary commensurate with qualifications. Application deadline is May 31, 1993. Starting date is July 15, 1993 (subject to change). Applicants should submit a cover letter indicating interest and qualifications. Minorities and females are encouraged to apply. Include a current vita and a list of three professional references. Nominations and applications should be sent to Melia G. Cooper, Director, Fanning Leadership Center, The University of Georgia, Goke Smith Annex, Athens, Georgia 30602-4350.

The University of Georgia is an Equal Opportunity/Affirmative Action Institution

University of Maine at Augusta
Assistant Professor
Business and Governmental Sciences

Applications are invited for the tenure track position of Assistant Professor of Business and Governmental Sciences with the University of Maine at Augusta (UMA). The successful candidate will be qualified to teach Administration and Management courses in the areas of Criminal Justice, Business and/or Public Administration. The ability to teach basic computer courses is desirable. Responsibilities include a 12 credit-hour teaching load per semester, University service, student advisement, community service and scholarly activity. A willingness to use alternative delivery systems (e.g., interactive instructional television and computer based learning systems) and a willingness to teach non-traditional students is essential. Teaching assignments may include both day and evening courses on campus and off-campus centers. A doctoral degree in Criminal Justice, Business, Public Administration or a closely related discipline is preferred; minimum of M.A/B.S. Completion of the doctorate would be a necessary component of any successful bid for tenure. Prior college teaching or other relevant employment experience is desirable. Salary to mid thirties depending upon qualifications. Appointment to begin September, 1993.

UMA is one of seven campuses of the University of Maine System, and offers baccalaureate as well as two-year degrees. This commuter campus and its off-campus centers serve approximately 5000 students. The mission of UMA is to serve both regional and statewide constituencies as the Community College of the University of Maine System. The main campus is located in the state capital of Augusta which is midway between the ocean coast and the mountains/lakes region of the state.

Review of applications will begin in April, and will continue through May 23, 1993, or until filled. Send letter of application; current curriculum vitae; transcripts; and the names, addresses and phone numbers of 3 current professional references to: Richard St. Ph.D., Search Committee Chair, Division of Business and Governmental Sciences, University of Maine at Augusta, University Heights, Augusta, Maine 04330.

UMA is an Affirmative Action/Equal Opportunity Employer

The next deadline for The Recruiter is May 15, 1993.

Fax your ad to 202/638-4952.
Applications are invited for teaching positions in the Department of Political Science from candidates who possess a relevant PhD degree and who can teach in one of the following areas:

- Public Administration
- Political Theory
- Methodology

Besides appointments on normal 3-year contracts, visiting appointments for one or two years will also be considered.

Gross annual enrolments range as follows:

<table>
<thead>
<tr>
<th>Instructor</th>
<th>588,390</th>
<th>64,200</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Lecturer</td>
<td>588,680</td>
<td>103,310</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>588,430</td>
<td>223,870</td>
</tr>
<tr>
<td></td>
<td>($311.00 + $51.63 approximately)</td>
<td></td>
</tr>
</tbody>
</table>

The commencing salary will depend on the candidate's qualifications, experience, and the level of appointment offered.

Leaves and medical benefits will be provided. Depending on the type of contract offered, other benefits may include: provident fund benefits or an end-of-contract grant, a setting-in allowance of $41,000 or $52,000, subsidized housing or a housing allowance, educational allowance for up to three children subject to a maximum of $36,425 per annum per child, passage assistance and baggage allowances for the transportation of personal effects to Singapore. Staff members may undertake consultancy work, subject to the approval of the University, and matriculation fees up to a maximum of 60% of the gross annual enrolments in a calendar year.

The Department of Political Science is a department in the Faculty of Arts and Social Sciences. There are eight facilities in the National University of Singapore with a current student complement of about 18,000. All departments are well-equipped with a wide range of facilities for teaching and research.

All academic staff have access to the following computer and telecommunication resources: an individual microcomputer (an IBM compatible or Apple Macintosh); an IBM mainframe computer with 16 MIPS of computing power; an NIX SX supercomputer with 450 MFLOPS of computing power; departmental laser printers; a wide-screen mainframe and microcomputer software; voice-mail. A campus-wide network, which is based on the high speed optical fiber based FDDI technology, links up all academic staff and student microcomputers, UNIX workstations and provides access to the mainframe computer, the supercomputer, UNIX texts, the on-line library catalogues, CD-ROM databases, Televuz, Internet and BITNET.

Application forms and further information on terms and conditions of service may be obtained from:

The Director
Personnel Department
National University of Singapore
10 Kent Ridge Crescent
Singapore 0511

Applications may also be sent through BITNET to: PERLMISK@NUS3090, or through Telefax: (65) 7165946.

HUD OFFERS FREE TRAINING

The US Department of Housing and Urban Development (HUD) is sponsoring Enterprise Zone Development Training Programs June 4–5, 1993, at the Radisson Park Terrace Hotel in Washington, DC and June 18–19 at the Radisson Hotel Denver in Denver, CO.

The training will be provided by Partners for Economic Development, a group of economic development and enterprise zone specialists which includes representatives from Price Waterhouse, R.A. Boezi & Associates, Lupke & Associates and the National Council for Urban Economic Development.

The purpose of the two-day training session is to provide attendees with basic skills and knowledge to design and operate zone programs more effectively. Prospective participants should include enterprise zone administrators, enterprise zone board or advisory group members, community based organizations active in the enterprise zone and state enterprise zone program administrators.

Selected topics include:
- Why enterprise zones?
- What makes an effective program?
- Surviving politics
- Monitoring and evaluation
- Managing for best results

There is no fee for the training sessions. In order to attend, however, HUD requires all participants to sign a certification stating that they are receiving training. This is an eligible recipient or subrecipient of CDBG/Tilt I program funds in enterprise zones. The certification also confirms that the participant’s attendance at the training will enable that person to obtain skills and knowledge to plan, develop and administer CDBG/Tilt I program activities more effectively.

For more information, call Nancy McCrea at the National Council for Urban Economic Development at 202/223-4735.

Executive Director
Public Services Institute
Lorain County Community College, a comprehensive two-year institution, is seeking a strong, experienced Executive Director for the Public Services Institute. Reporting to the President, the director, with the concurrence of a representative advisory board, will provide strategic, fiscal, programmatic and solid management experience and leadership for the institute and is responsible for organizing and delivering a range of programs and services to local governments, non-profit, service and volunteer agencies and groups. The director will collaborate closely with the academic affairs, student services and administrative services areas of LCCC to broker college services which supplement the mission of the institute.

Qualified candidates must possess a Master's degree or equivalent, with a doctorate preferred in a related field. Candidates should also have a minimum of five (5) years' work experience in a governmental entity or equivalent setting. The candidate should have demonstrated competency in public service program development, administration, facilitative leadership style and the ability to conceptualize state and federal initiatives at a local level. Qualified candidates should also possess an orientation to higher education program development, market research and a working knowledge of Total Quality Management (TQM) concepts and methodology.

The minimum starting salary is $46,747 and is enhanced by an excellent fringe benefits package.

Interested persons should send a cover letter highlighting their experience relative to this position, a comprehensive resume, and the names, addresses and telephone numbers of three (3) work related references. Additional documentation, including a professional statement and a Lorain County Community College application will be required after receipt of the initial materials. Official transcripts are required prior to employment. Forward all materials to:

Enrol M. Browne, Director of Human Resources
Lorain County Community College
1005 North Abbe Road
Elyria, OH 44035

The screening process will begin May 24, 1993.

Minority candidates and women are encouraged to apply.

An Affirmative Action/Equal Opportunity Employer

ASPA Calendar of Events

Government Finance
Officers Association
Annual Conference
May 2-5, 1993
Vancouver, British Columbia
Contact: GFCA
(312) 977-9700

National Council for Public/Private Partnerships Conference
May 3-4
Washington, DC
Contact: Jeff Burdick
(202) 467-6800

Management Districts Workshop
May 7-8
Buffalo, NY
Contact: Dale D. Doyle
(202) 783-4963

Environmental Law and Policy in Europe and the United States
May 17-28, 1993
Rotterdam, The Netherlands
Contact: Maggie Carroll
(812) 855-0738

Advancing the Mandate Dialogue: Proactive Enforcement for New England Governments
May 18, 1993
West Lebanon, NH
Contact: Wendy Vorei-Berenback
(802) 656-7992

Michigan Public Management Institute
May 21, 1993
Lansing, MI
Contact: Gus Breymann
(517) 372-8114

National Association of Government Training and Development Directors
October 3-6
Jackson Hole, WY
Contact: (606) 231-1928

SBFM Conference
October 14-19
Arlington, VA
Contact: LR Jones
(408) 646-2482

ASPA Region III
October 24-27
Albany, NY
Contact: Thomas J. Kinney
(518) 442-5700

Send information for the Calendar of Events to PA TIMES, Calendar of Events, 1120 G Street, NW, Suite 700, Washington, DC 20005.
**IPAC Award Program Improves Image of PA**

(Cont. from page 5)

missions received each year increased steadily (68 on the theme of "Empowerment" in 1991, 103 on "Partnership Management" in 1992 and 114 on "Better with Less" this year).

The approximately 350 submissions received to date are an important research tool and have described the significant changes taking place in public sector management and governance.

The submissions have detailed the growth of participatory management and the delegation of decision making within the organization. As well, they have illustrated the increased focus on the customer. From the partnership submissions we saw that those affected by government policies are becoming involved in policy formulation and implementation. Better with less, the submissions reveal, is being achieved through technology, partnerships and reengineering and combinations of these three elements. To facilitate a network of those involved in innovations we include in Public Sector Management, a summary of each of the submissions and a contact person.

The winner of the inaugural competition in 1990 was York Regional School Board for its one stop shopping service provided beyond normal government hours. In 1991, British Columbia Hydro, with more than 60 percent of its employees in self-managed work teams, was the gold medal winner. The 1992 winner on partnership management was the Ontario Ministry of Natural Resources with four major types of partnerships and partnership management as an integral part of the organization's strategic policy framework.

The 1993 award winners will be announced at a gala luncheon on May 3 in Ottawa. The guest speaker at lunch is the Honourable Gilles Loiseau, president of the Treasury Board and Minister of State (Finance). The luncheon will be preceded by a seminar featuring the five finalists. They are:

- The Alberta Workers' Compensation Board for its Work Hardening Program. A form of treatment, Work Hardening uses a team approach organized by occupational categories to rehabilitate a worker back to work.
- The British Columbia Ministry of Finance and Corporate Relations. The Ministry introduced the first remote personal property registration system in Canada and the United States. The new partners system allows clients to register their information electronically from their own offices by dial or direct line computer access rather than submitting legal documents for registration.
- Fisheries and Ocean Canada for the Reprofiling of its Department's Science Fleet. To support its marine service program the department introduced a new management philosophy which increased the number of sea days available, while sharply reducing costs.
- Open Bidding Service of Supply and Services Canada. The Open Bidding Service provides open access to four million dollars of federal procurement to all Canadians through the application of information technologies and private sector partnership. The service operates at no cost to taxpayers and is being made available to all public sector purchasers.
- Risk Assessment Program of the Elevating Safety Branch of the British Columbia Ministry of Municipal Affairs and Housing. The Risk Assessment Program is a support tool to provide management and inspectors with information assisting them to evaluate accurately all risk related parameters of a specific unit, enabling improved service at a reduced cost.

While the winners for the 1993 award have not yet been announced, the real winner is the Canadian taxpayer. Don't forget to ask me for the results in San Francisco.

Robert Giroux is president of the Public Service Commission of Canada and of IPAC.

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**Public Sector Compliance with ADA: PAR for the Course**

(Cont. from page 1)

- Reserve one or two handicapped parking spaces near the bag drop rather than bunching them all next to the clubhouse.
- Cut out spots on raised curbs so carts can pass through.
- Build ramps up to tees where possible.
- Provide a spot for disabled golfers to get in and out of a bunk. Try to keep bunker grades to no more than one foot of elevation for every five feet of length.
- Install a Telecommunication Device for the Deaf (TDD) in the reservation office so the hearing impaired can make tee time reservations by phone.

Many golf courses are considering, contemplating or making changes to make courses more accessible," according to Wilson who recently attended the first National Forum on Golf and the Americans with Disabilities Act in Myrtle Beach SC. The four-day meeting brought together representatives of major golf organizations, golfers with disabilities and representatives from federal agencies to discuss the issues associated with people with disabilities and golf.

The forum was hosted by Indiana University's National Center on Accessibility and Clemson University's Emeritus in Public Policy and Recreation and Tourism Management.

When thinking about accommodating disabled golfers, it is important to realize these actions will have other benefits, according to Jones. Included in the benefits of accommodating disabled golfers are extending the playing careers of existing players and fulfilling the needs of senior golfers, Jones said.

Money is a frequent concern when implementing ADA requirements, Jones said. "Everyone worries about the cost of accommodations. They believe that their golf courses will turn into ramps and hand rails. That's simply not true," he said.

In the pamphlet written by Jones, Golf and ADA: Frequently Asked Questions, "the most critical cost of course accessibility only involves the time for the staff to become educated about the needs of the disabled, review their policies, and make judgments," Jones states. For instance, Jones cites some strategies that a staff member might use if a disabled golfer was a slow player and the concern that the golf course may loose additional tee times. The staff might counsel the disabled golfer about using different tees, picking up after a certain number of strokes and increasing his or her skills.

"The primary point is that the staff works to mutually solve the problem," Jones states. "The problem solving begins with understanding the goal of the disabled golfer. It's important that public managers become aware of some of the differences that disabled golfers bring to the course."