State of Georgia Takes on Voting Reform and Succeeds

Dennis Kriewel

The Kansas Department of Health and Environment (KDHE) hosts a communications system designed to facilitate the sharing of information on public health issues. This web-based entity is known as the Public Health Information eXchange (PHIX), and it is a prime example of intergovernmental cooperation.

PHIX relies on two key players: KDHE and the local health departments. Both are necessary for the system to successfully help aid in addressing public health risks across the state.

KDHE maintains the PHIX web site, which offers a confidential venue for public health officials to discuss relevant topics. The system is secure and only specific, relevant groups of individuals are eligible to be users. KDHE also provides valuable information through PHIX health alerts, reports and the system’s forums.

“The main goal of the system is to permit KDHE to share sensitive, confidential information regarding outbreaks, potential bioterrorism threats, etc. and give the local health departments a secure means to communicate directly back to KDHE,” said Amy Biel, surveillance coordinator for KDHE’s Bureau of Epidemiology and Disease Prevention. “Not only does PHIX provide a better way for KDHE to communicate with county and local health departments, but as the pool of users grows PHIX will be a place where counties themselves can communicate directly with labs, private physicians, hospitals and clinics and emergency response teams all from one central location.”

The success of PHIX also hinges on the role of the southeast Kansas multi-county health department. Participants can select a variety of ways to receive important health information. Sandy Cline, administrator of the Ottawa County Health Department, mentioned the benefit of these multiple notification options when a page alert in October informed her of a suspected smallpox case in another county. “I was able to check the message from my home computer,” said Cline. “I would have to drive back to the office to pick up the fax otherwise.”

This article is the first in a brief series on the State of Georgia’s experience with voting reform.

George W. Dougherty, Jr.; Cody W. Lyon

Choosing a System

The 2000 Presidential Election in Florida was clearly a mess—a mess that highlighted the importance of administering elections well in a representative democracy. The election, which was eventually decided by the U.S. Supreme Court in Bush v. Gore (2000), raised serious questions about how states administer elections and the technology used to record voters’ choices. Richard Clark of the Carl Vinson Institute of Government summarizes the importance of these issues, writing “Given that democracy rests on the principle of consent of the governed, and the legitimacy of government is critical to the smooth functioning of a democracy, states need to restore voter confidence in the ballot process soon.” Since elections are periodic events generally administered by county governments that must balance daily needs and State-disseminated report information is a key component of PHIX, but another valuable resource is the variety of forums on which members can participate.

One method of participation is posting questions. The advantage to doing this is that everyone can see the answers provided, and multiple people have the opportunity to respond. “By posting it there, everybody has access,” said Cline. Virtually any question related to public health can be asked. “The forum is useful if you want information about some issue such as liability insurance or medical waste disposal,” said Judy Richey, administrator and health officer of the Southeast Kansas Multi-County Health Department.

Beyond serving the inquisitive, data sharing is another forum use. Cline used PHIX when on a regionalization committee and found the forum option to be highly useful. “We used PHIX to post the information and resources ahead of the meeting date,” said Cline. “I think it kept our meeting time down to a minimum since it took less time to get committee members up to speed the day of the meeting.”

Judge Robert Rosenberg of Broward County Canvassing Board uses a magnifying glass to view a dimpled chad on a punch-hole ballot November 24, 2000 during a recount of votes in Fort Lauderdale, Florida.

See VOTING REFORM, pg. 2
Georgia Adopts Single, Statewide Solution for Voting Reform

From VOTING REFORM, pg. 1

priorities, efforts to reform voting processes can be extremely complicated if not impossible. What follows below and in a subsequent article is a review of how Georgia has attempted to restore voter confidence in elections and, in our opinion, how Georgia got it right.

Thankfully the Spotlight Went South: Georgia's Experience in 2000

The controversy in Florida centered on the accuracy of counting votes, particularly the problem of undercounts—votes that were cast but were not included in the final tally. The average undercount across the nation in 2000 was 1.9 percent of votes cast. Florida’s undercount rate in that election was 2.9 percent, well above the national average. By comparison, Georgia’s overall undercount was 3.5 percent of votes cast with a range of 15 percent in Randolph County to zero percent in Bryan and Emanuel Counties. In all, 93,991 votes cast in Georgia’s 2000 Presidential General Election were not included in the final count. Georgia’s election results escaped the scrutiny of the national media only because the election results were not as close as in Florida. The United States’ experience in the 2000 election had a negative impact on trust and confidence in government and clearly showed a need for reform. National polls by CBS News and Gallup indicated that more than 65 percent of Americans supported major changes in voting systems with 71 percent endorsing institution of a “uniform method” of voting. In Georgia, the 2001 Peach State Poll shows approximately 63 percent of Georgians felt the election of 2000 diminished faith in our democracy with 55 percent indicating concern with election equipment used in their precinct.

At least three states, Florida, Maryland and Georgia, have taken steps to reform their voting systems. Efforts to reform voting technology in Florida have been piecemeal, with the state taking a “hands-off” approach while mandating that counties choose either individual precinct optic scan equipment or electronic voting terminals to register and count votes. Maryland legislators voted to replace election equipment in four counties that represent approximately 40 percent of the state’s voters. Both states provided some of the resources necessary to update voting equipment in those counties paying the balance. By leaving the choice of vendors and technologies up to the counties or updating equipment in a select few counties, Florida and Maryland were not able to implement a uniform, coordinated voting platform or benefit from statewide voter education and poll worker training programs.

Georgia’s Reform Efforts

Georgia’s approach to election reform was very different. The General Assembly passed Senate Bill 213 during its 2001 legislative session; a law that created a 21st Century Voting Commission and mandated a uniform voting system to be paid for solely with state funds by 2004. The Commission was made up of a wide variety of interests with four Republicans, four Democrats, one Independent and one representative of the Libertarian Party. The General Assembly allocated $200,000 to a review of problems in Georgia’s election system with additional funds for a pilot test. The commission recommended that the state adopt a direct record electronic (DRE) voting system and suggested that the state conduct its pilot test of available systems in 13 municipalities before choosing a vendor.

Six of the seven vendors invited participated in the pilot test, which also included an extensive voter education program and an exit poll. The equipment used in the pilot was first certified by the National Association of State Election Directors (NASED) and then by Brit Williams of Kennesaw State University. Certification tests measured durability (whether the machines worked after being dropped from a table), reliability of battery backup systems and whether data could be corrupted or machines hacked. The results of the pilot test were overwhelmingly positive with elections officials noting the ease of designing electronic ballots, very few problems with system reliability and results tabulated in minutes. The exit poll revealed that 97 percent of voters felt that the equipment “easy” or “very easy” to use and 91 percent indicated the DRE systems were “much” or “somewhat better” than the system they had previously used. Over 94 percent of respondents agreed that Georgia should upgrade its voting system to a DRE system. The pilot test went so well that the Governor and General Assembly approved $54 million in state funds to bring the new voting system online before the November 5, 2002, General Election.

Georgia was the only state in the nation to adopt a single, statewide solution for upgrading election equipment and deploying it simultaneously in all of its 159 counties. The program was fully implemented two years before Georgia law required. The state followed a comprehensive plan to ensure accurate and secure voting and made conscious efforts to seat a 21st Century Voting Commission representative of the state. Combined with its thoroughness, Georgia’s voting systems was voter and poll worker education, a topic discussed at length in the second article of this series.

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PHIX forum. “It was concerned when I posted those survey questions that I was unclear, it look stupid, or was possibly the only one to have those questions,” said Cline. “Others may not be using the forums for those reasons or they may not know how to post.” Nonetheless, PHIX serves as a premiere resource for distributing information and asking questions of other public health officials. Cline found the old methods of distributing lists of public health resources via e-mail to be overwhelming, whereas the system that PHIX uses is the most valuable resources appear on PHIX. “I like having one main source of information,” said Cline. “I hope KDHE continues to post the very best resources on PHIX.”

In all, PHIX is a useful demonstration as to what can be accomplished when multiple levels of government work together to utilize a resource.

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Despite the existing advantages of PHIX, there is always room for improving its usefulness. The current participation levels on the PHIX forums are only a fraction of the number of actual members. Cline experienced this phenomenon when she posted several survey questions onto a
Ethical Government Leadership in Rural Counties

Lyn Brownfield, Braxton Apperson

In recent years, rural counties across the country have increasingly turned to the employment of an administrator as an effective way to deal with the burgeoning complexities of local government administration. Those county administrators come to their jobs from a variety of experiential and educational backgrounds.

For the purposes of this article, what we mean by “public administration educated administrators” is that subset of administrators in rural counties who have received graduate education in a public administration program. That education would include some introduction to administrative ethics. We note that those administrators so educated are at least familiar with ASPA and the code of ethics. We should note that both authors have worked a number of years in county government, each has graduate education in administration, each has held membership in ASPA for some time and each is aware of the ASPA code of ethics. We do recognize that not all local government administrators have graduate education in public administration, and there are many who do not belong to ASPA. Further, we recognize that many of those administrators do fine jobs for their respective governments.

Our argument here is that rural county governments may pose unique ethical challenges for those who have received advanced public administration professional education.

What is it about rural county governments that could pose such unique ethical dilemmas for county administrators? In the first place, in most rural counties the position of county administrator is grafted to a traditional form of county government where there are a number of independently elected officials sometimes referred to as row officers. In other words, the long ballot is retained. This a good place to digress a bit for explanatory and comparative purposes. One way to view the continuing diffusion of county administrators into rural areas is as an echo of the Progressive Reform movement at the turn of the 20th Century which was an effort to modernize and clean up city governments. The progressives’ efforts met with great success in cities. There were two over-arching objectives. First, city managers were expected to bring expertise to bear on the problems faced by cities—the city manager and bureaucracy would be made more professional. Second, there was a more imperative to clean up city government largely through strengthening the executive, adopting use of the short ballot and by holding the smaller city council accountable. Many urban counties have closely mirrored the approach used by the progressives in the cities. As noted earlier, the approach in rural counties has been different.

The county administrator in rural counties fills two primary roles. First, as the county manager, s/he is expected to act as an expert policy advisor to the governing board by bringing relevant information and data to bear on managing the county in some areas and in other policy areas collecting data from other experts in other policy areas. In other words, making expertise available to the board in an effort to improve decision-making. Second, the county administrator is expected to act as the administrative head of the county government. This second job is made more complex by having to carefully coordinate between the independent elected officials and appointed department heads. As a consequence, in many rural counties there is no single personnel system. Thus, our educated administrator may step into a tug of war where the system does not possess the bureaucratic structures and practices s/he has been trained to expect.

Add to this that the organizational ethos of the county government born of a rural culture may differ significantly in some respects to the ethical training our administrator has received. An example of a popular perception of rural counties will serve as an explanation. For example, the “good old boy” network is alive and well in many rural counties. That is, there is an element of truth to this characterization of small, rural counties. Many people know one another, and they know who is related to whom. This familiarity, with all of its attendant strengths and weaknesses gets carried into county government. Two implications flow from this characterization. First, “old boy” means just what it says, the county government is often wholly male, or at least male-dominated, with women employed in non-policymaking roles. Second, the “good ole” portion of the statement suggests that everyone in the community knows nearly everyone else. This too is important to decision-making.

For example, in the field of human resources the county administrator has been taught that nepotism is a hiring practice to be avoided. The administrator is expected to approach the hiring decisions, as she has been educated to approach any decision, based upon a set of three parameters:

• Is the process constitutional and legal?
• Is the process ethical—fair and open?
• Will the process capture the information necessary to make a prudential decision?

Of course there is some overlap among the three parameters.

Yet, it is not uncommon in rural counties for the responsible employer to hire a person on the strength of a relationship or friendship. The argument supporting the decision might go something like this, “I have known his family for many years...good hard-working people...he will do a good job.” Both a great advantage and a disadvantage in rural communities is that citizens, county government leaders and the county employees are very intrinsically and closely tied together. What we have described is one of the problems that can flow from that familial leadership. If the administrator advises the board against hiring based primarily on a relationship rather than objectively documented qualifications, and the board elects not to accept the administrator’s advice, what should the administrator do? Simply put, that is the dilemma. After having stated her/his case, does the administrator then carry out the decision of the board or does the administrator resign or at least decline to carry out this decision (realizing the board may choose to discharge the administrator)?

In a larger community the easy answer would be to discontinue a nepotism practice and just “get over it” without fear of ramifications from prospective employ- ees or their families. In rural communities, that response is not realistic. Strict adherence to the legal and ethical textbook answers to these types of decision-making dilemmas would render the county administrator forever ineffective as both a leader and knowledgeable expert in the field of government. The administrator’s credibility in the eyes of the board, employees and citizens would be questioned. S/he would not be heard from that point forward. But there is another way for the administrator to consider the dilemma and perhaps begin to address understanding the source of it.

Rural county governing boards typically seek common-sense solutions to problems. In fact, this common-sense approach to decision-making practiced by rural governments can be very refreshing to an administrator. The greatest benefit will occur when the administrator begins to sort out what common-sense decision-making is as compared to the decision-making model s/he has been trained to use. This will enable her/him to begin to fit ethical practices to the common-sense problem solving approach used by the board. In the human resources case described, the administrator was concerned with what appeared to be nepotism as both an ethical and a legal problem—parameters one and two of her decision-making model. The board members, operating within their rural ethos, considered what they knew about a person in the community as factual—the information was considered within parameter three of the administrator’s decision-making structure. Thus, a misunderstanding existed over whether an ethical dilemma existed.

With patient and competent leadership, the ethical administrator might endeavor to move the county government toward a different set of policy practices. The administrator might first clarify how s/he has been trained to make decisions and why, and point out both legal and political problems that could be avoided by formalizing hiring (and perhaps all personnel) policies. Perhaps this approach would increase the ability of the county administrator to apply expertise while preserving the strengths of the rural community.

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The Ethics of Non-Violent Leadership: Why Going to War with Iraq is Wrong

Within the oil-field regions of Kurdistan, a station and as a cartoonist for their youth civil war erupted in the mountains of that two secret police were on their way up. I was asleep in my university dorm while I was at gunpoint by the Iraqi security police. He sent back on its promise to grant the Kurds the right to self-rule and began my undergraduate studies in fine arts. During that time, many Iranian students were protesting their government's corruption. I too joined these demonstrations as a token of my disappointment in the Shah's betrayal of the Kurdish people. I was arrested by the Savak, the Shah's secret police, and imprisoned for six months in a political torture camp. Fortunately, thanks to the efforts of the newly elected U.S. President Jimmy Carter and his support for human rights throughout the world, I was able to regain my freedom and accepted asylum in the United States in 1977. I became a citizen of the United States in 1983.

In 1990 my sister, her husband and two children were able to escape from Iraq to Sweden. I visited them after 16 years of separation. A few years ago my mom and dad were able to escape from Iraq and go to Jordan. They are now living in Sweden along with the rest of my family. I have not seen them for 29 years, but am hoping to visit them soon.

The politics of violence have taken their toll on me and my family, separating us from one another and from the land of our ancestors. The Buddhist writer Thich Nhat Hanh said, "Embrace your suffering and let it reveal to you the way to peace." It is out of concern for the welfare of others that I am opposing violence at every opportunity and speaking out against the evil that war and destruction can bring to the human family.

In the early 1970s, Edward Lorenz, a meteorologist working at Massachusetts Institute of Technology, posed the question, "Does the flapping of a butterfly in Brazil create a tidal wave in Texas?" Lorenz studied the weather patterns and concluded that all events in life no matter how small are connected with one another and have consequences not only on their immediate surroundings, but also on all life forms on the planet. These findings echoed other theories that reached the same conclusion, Einstein's theory of relativity and the principles of quantum mechanics. All are based on the concept that relationships in the world form an interconnected web. That earth is one home for all of us and we are citizens of the planet earth.

With this as reality, why do some leaders insist on resorting to violence despite the numerous tragic lessons from our past? The Vietnam War was only a few decades ago and it caused the senseless death of hundreds of thousands of Americans and Vietnamese. What was accomplished by the death of all those people? Yet the Bush Administration is preparing for another destructive war, thus making the same mistake and causing more death and mayhem.

We have other choices. History has taught us that violence will only beget more violence. Violence and war is the language of the weak and whatever is achieved through war tends to be maintained through war. Ben Franklin said: "There has never been a good war or a bad peace." Waging war is carnivalesque. With war, we are waging destruction against ourselves and fragmenting our relationships. This makes us adversaries rather than co-creators of our world.

In 1991, during the Gulf War, more than 100,000 Iraqis were killed in an onslaught that came to be known as "turkey-shoot." Each year afterward, thousands of others mostly children died because of starvation and disease. How many more will have to die? How would another war be different, if not worse?

Non-violence does not mean that we have to tolerate the likes of Saddam. Saddam and his rules must go. However, the way to do it is not through war and the death of innocent people. War is evil and we have the obligation to our nation, the world, the future and ourselves to strive for peace.

In Iraq, there are no safe means available to express public opinion against the government's policies. However, in the United States we are blessed with the Constitution, which guarantees us the right to voice our opinions and to let our leaders know that we, as universal citizens refuse war and destruction. This is the turbulence of democracy in action, and what Jefferson meant when he referred to the "excitable geometry" of democracy.

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Ethical Political Leadership Means Making the Hard Choices

Raymond W. Cox, III

Recently I read a commentary on the situation in Iraq that drew sharp distinctions between ethicists and the followers of Realpolitik. Both commentaries described ethicists as soft and Realpolitik adherents as pragmatic and realistic. Furthermore, one commentator was a liberal and the other a conservative. This supposedly realistic look at political relationships is accepted by most people as hard-headed, rational and decisive. Ethical politics is therefore the opposite; it is naive, vacillating and unworldly. The troubling implication of these commentaries is that to be ethical is to be too soft to be effective in politics and international relations. It seems it takes a cynical and devious mind to be successful in politics. It is all too easy to say, they lie, cheat and steal so I must (a parody of Machiavelli).

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This is backwards. Ethics is the path to making hard choices. The advocates of Realpolitik are the ones taking the easy way out. Ethical politics is the better approach, precisely because it is more focused, logical, decisive and conscious of complexity than Realpolitik. The very purpose of ethical decision making is to help a leader make hard choices. It emphasizes the consequences of actions and is tempered by considerations of public outlooks and perspectives. Realpolitik is little more than a tit-for-tat contest that is reminiscent of small boys fighting it out in the backyard. Realpolitik assumes the worst motivations in others, not because those motives are real, but because it gives maximum latitude in responding. The response is only limited by what we think the other will do. In a cynical world in which lying and cheating are presumed the norm, then Realpolitik is an excuse for lying and cheating.

How does an ethical perspective help leaders make hard choices? Hard choices imply not only a complicated situation, but also a desire to act ethically, a focus on the outcome of the decision and a willingness to accept public scrutiny both during the decision and after the outcome is known. The elements of this framework include:

- Complexity: The circumstances are confused and difficult.
- Self-awareness: Honest toward self and toward what we want as an outcome. A desire to be consciously and methodically ethical in reaching a decision.
- Responsible: A concern for others and an acceptance of the consequences to others of the action taken.
- Justifiable: Decisions can be justified, but never excused.
- Public: Willingness to explain to others how a decision is made, before it is made.
- Realistic: Accepting of the world as it is, not as we wish.

Such a decision framework is not for the faint-of-heart. It requires both a commitment of purpose and the strength to endure failure. Those who call statesmen are men and women who have understood that to be ethical is to face the hard choices. Great political leaders make hard choices. It takes considerable courage and strength of will to do what one thinks is right, regardless of the views of others or of the personal consequences. That is the essence of ethical decision-making, because the consequences are directed to the consequences for others, not for oneself. But it is also more than a lack of concern for person or career. Public decisions have consequences beyond personal and political interests. Not all actions produce only benefits. An examination of consequences is an articulation of “what is next.” Hiding from consequences does not make them go away, but rather it means we will be caught unaware when they inevitably occur. Hiding from consequences is a way of pretending that actions do not have consequences. Only by confronting the consequence of an act can we decide whether or not we accept that consequence. There are no rosy scenarios in this examination of consequences. In all likelihood every action has negative consequences (these are the real “dirty hands” of politics). Ignoring consequences, or denying their existence, is to prevent hard choices from being made.

This latter point is central to the U.S. conflict with Iraq and with terrorism. By ignoring or denying the consequences of our actions we are not preventing those actions from taking place. Rather, we are preventing the public from acknowledging those consequences as an element of the decision to act. War is an easy way out when we are convinced it will be swift, effective and bloodless for “our side.” The hard choice is to acknowledge that no single alternative is going to solve the problem. The hard choice is to acknowledge the consequences of both war and negotiation.

To be ethical in this situation does not preclude the possibility of war. The ethical stance is to accept war as possible but not inevitable. An ethical perspective does not deny that the safety of the nation may require war, but it does require that we enter a war with our eyes open wide to the likelihood that nothing may be solved. An ethical perspective also acknowledges that there is never a single reason or cause for an action. The world and human relations are not that simple. The real problem is the naive of the advocates of Realpolitik that find the world so simple that war, as a first option, is always possible. War is viewed as the only sure solution to any disagreement. The Bush Administration’s strident threat to go it alone is in keeping with the naive and single-minded assumptions of those who believe in Realpolitik.

Political leadership must be ethical leadership, because only the ethical leader can acknowledge the precarious nature of events. Only the ethical leader will stay focused on the outcomes of action and the consequences for others as a factor in decision-making. Only the ethical leader will act despite the “bad” that will happen along with the good. And, only the ethical leader will accept responsibility (and possible negative personal consequences) for the decisions made. That is the essence of ethical politics. It is not easy, nor simple, but it is needed.

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Looking for a public service job anywhere in the U.S.?
Ten Tenets of Truthfulness

• Be open and honest. Tell as much as you can, given the legal and ethical constraints of your job. People understand that you cannot respond to every question. Tell them why you can’t respond and they will respect your honesty.

• Do not talk about confidential matters, either personal or organizational. If you disclose someone’s comments made in confidence, others will realize that you are not to be trusted with their information.

• Think of the listener as someone who merely conveys information. Either personal or organizational. If you overhear their conversation and express your opinion, they will see that you never intended.

• Share your values if they help the other person to know “where you are coming from.” It is better to acknowledge a disagreement over values than to be distrustful because your beliefs are misunderstood.

• Disclose the areas in which you lack knowledge or experience. You will have a better ability to be heard in the areas for which you possess expertise if you do not hide your shortcomings.

• Admit your mistakes; don’t make excuses. The sooner a mistake is acknowledged or confessed, the better. Don’t wait for your mistake to be found; correct it in an appropriate manner that preserves your integrity.

• Be willing to apologize orally or in writing, publicly or privately—whatever way best brings healing to the person offended and restores your trustworthiness. Any apology must be from the heart and from the point.

• When there is a specific problem, speak directly to the person(s) involved, do not gossip. Assume good motives in others from the outset. Be willing to hear their side of the story and seek information before deciding a course of action.

• Speak only from a loving heart. Truth is often challenging, but it cannot be communicated out of contempt. If hatred or bitterness rule, your ability to be truthful will be compromised; it would be better to wait or to keep silent.

Now consider a simple, yet crucial, test for whether you are being truthful.

Test: If you make a statement to one individual or group, could you express the same information and meaning to others without embarrassment or shame?

If, by honest introspection, you can answer “yes,” you have passed an essential test of truthfulness. The ethical leader is consistent in conveying facts, opinions and messages.

Hypothetical Situation

Larry asks for a meeting with his supervisor, Wayne, and the director, Susan. In the meeting, Larry says that he wants them to know before it becomes public that he will soon be divorced. He realizes that he can continue to perform his duties effectively. Larry asks Wayne and Susan to keep his upcoming divorce confidential because he wants to inform fellow workers in his own way. Later that morning, Wayne meets with another supervisor Alice and during the meeting reveals Larry’s impending divorce. While they are speaking, another employee, Bill, enters the room, overhears their conversation and expresses concern. When Bill sees Larry, he says that he is sorry to hear about his divorce and asks if he can help in any way. Larry is dumbfounded...and annoyed. “How did you know?” he asks. Bill responds, “I heard Wayne and Alice discussing it. I’m sorry; I didn’t know it was a secret.” Larry believes that he has been betrayed. He would like to confront Wayne, but wonders if it would do any good. Instead Larry considers approaching Susan about Wayne’s indiscretion and asks Chris, the informal office ethics advisor, to go with him.

Before deciding whether to attend the meeting, Chris ponders the situation and reflects on the tenets for truthfulness. Chris decides to ask Larry first to meet with Wayne according to tenet #9. Larry reminds Chris that there may be more to the story than they know, and perhaps Wayne will explain it to Larry. Also, Wayne should be given an opportunity to make amends if appropriate. Further, Larry’s relationship with his supervisor could be damaged if he goes to the director without first discussing the problem with Wayne.

Larry takes Chris’ advice and meets with Wayne; however, Wayne doesn’t respond to Larry with any helpful information. Instead, Larry leaves, Wayne asks Chris to come to his office for input on what he should do.

Chris, who is accustomed to being involved in such situations, mentally refers to tenets #1, #2, #7, #8 and #9 while walking to Wayne’s office. Chris is prepared to listen to Wayne’s side of the story. Equally important, Chris is ready to counsel Wayne to admit his mistake if appropriate and apologize to Larry. By being open and truthful, Wayne has the opportunity to restore Larry’s trust in him and to maintain his credibility in the office.

Wherever you are in the organization or in society, by giving good advice and following the way of truth, you are an ethical leader!
Inching Toward Ethical Leadership

Karelia Martinez-Carbonell

The value and significance of ethical leadership has been theoretically proven. Author Sissela Bok observes that “unethical” behavior, in the form of lying or “any other overt or implicit manifestation, is counterintuitive to effective leadership.” Ethicists Andrews and Jackall maintain in their studies that responsible moral judgment is a key component to effective decision-making. According to authors Jurkiewicz and Schmidt, shows the concern of federal government. Last year, same survey, same results regarding the consequences of fraud…in the 1960s and 1970s, 75 percent of Americans said they trusted their government. Last year, same survey, same question, it was 19 percent.”

According to Arthur Levitt, the former head of the Securities and Exchange Commission, the demise of “public confidence in Wall street, Corporate America, and, the federal government is due to a lack of ethical leadership among stewards steering the economy.” Levitt has been a staunch advocate for ethical reform even before the Enron and WorldCom debacle. At a recent gathering of Business and Social Responsibility, Levitt pointed out “society is paying the price for the absence of true leaders in our business community.”

The study of ethics and ethical decision-making has picked up steam in the past year. Not only are ethical dilemmas being discussed in academia, the private sector is taking steps to address the repercussions of ethical lapses. According to journalist Amy Joyner, “little infractions can lead to larger breaches in ethics…what does our own little pushing of the ethics envelope do to our organizations and to our selves?” For employees, does looking the other way only allow for greater ethics violations down the road? One company trying to avoid such mishap is Marriott International. The hotel chain has established a code of ethics and an “integrity self-test” that it administers to its new employees at orientation.

At the University of Miami School of Business Administration, entrepreneurial training and business ethics are popular again with students. Due to the highly publicized corporate scandals, most students want to delve into the corporate responsibility part of the curriculum rather than spend time on bullish venture orientations, say the university’s professors and administrators. Although business ethics courses have generally been part of the curriculum, professors say interest has ballooned. “Obviously business ethics is a hot [issue] right now due to the current accounting scandals,” said Paul Sugrue, dean of the University of Miami School of Business.

Jerald Smith, professor of strategic management at Florida Atlantic University (FAU), comments however that courses in business ethics are mostly optional rather than mandatory, diminishing that potential impact of such a course. However, Smith pondered the difficulty of teaching ethical conduct to young adults, who have already formed their world views. Smith notes, “You’re not going to change their ethical behavior unless you can show them the consequences.”

Adding to Jerald Smith’s observations, Jerry Trapnell, chairman of the Association to Advance Collegiate Schools of Business International, states, “We can help [but] I don’t think we are the sole determinant of a person’s moral character.” The ethical debate is summed up neatly by Anita Cava, an associate professor of business law at the University of Miami’s School of Business, when asked if ethical conduct can be taught in a classroom setting to college and graduate-age students. “I’m hoping to get my students to cherish their reputations more than certain leaders have apparently cherished theirs.” John Lax, a second-year executive MBA program student at the University of South Florida comments, “Cheating has become so commonplace in big business that it could be considered an institutionalized practice” but effecting change will be far more difficult…”What must occur,” continues Lax, “is perhaps fundamental change in the attitude and ethics that drive the daily practices of America.” Consequently, elevating the study of ethical decision-making to a strategic level, in relation to strategic performance and organizational responsibility, can be beneficial for the organization’s overall moral and financial welfare.

In good timing, the moral dimension of decision-making is being elevated from academic pedagogy, to academic mandate, to business practice. With society’s moral compass in disarray and business leaders grappling with ethical dilemmas, this move toward greater ethical leadership is warranted, not only to help mend the nation’s economy but also to restore the nation’s spiritual well-being. The spiritual covenant needs to be resurrected.”

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Reforming the U.S. Federal Government: A Decade of Setting the Stage

John Kamensky

“The state of management in the federal government is not good,” declared a 1992 transition team report prepared for the U.S. General Accounting Office (GAO) to then-incoming President Bill Clinton. In response to this and other similarly poor assessments, Clinton created the National Performance Review in March 1993 “to reinvent, to reinvigorate the entire national government.” Ten years have passed. Is the federal government better managed today than it was before?

The answer seems to be a qualified “yes.” In February, both the president and GAO released their separate assessments. The president’s budget concludes, “Although effort and management attention have been strong at virtually every agency, progress has been uneven.” And GAO concludes, “agencies have made progress, although more needs to be done.”

The past decade of both legislative and administrative efforts have set the stage for transforming government from an industrial age hierarchy to an information age network. The mantra of many has been to make government more businesslike. Federal executive branch management reform efforts over the past decade evolved through three stages:

The National Performance Review, 1993-1997 (NPR). NPR focused on “creating a government that works better and costs less.” A taskforce of federal employees created by President Clinton and headed by Vice President Gore, it focused on the twin goals of cost-cutting and improved effectiveness. The first NPR focused on making recommendations and ensuring they were implemented. It recommended reducing federal “overhead” staff by 252,000 and cost savings of $108 billion. It also emphasized improving effectiveness, empowering employees, encouraging innovation. Ultimately, its recommendations led to reducing the government by 426,000 employees, 250 programs and 16,000 pages of regulations. It also worked with agencies to develop about 4,000 customer service standards, recognized about 50,000 employees for innovation via its Hammer Award program and sanctioned about 350 reinvention labs to pilot new approaches in agencies.

The National Partnership for Reinventing Government. The second NPR, while using the same taskforce approach under the Vice President, took a different tack. It worked with selected agencies that had a high degree of citizen contact to develop specific improvement goals related to better customer service. These included agencies such as the IRS, the Park Service and the Customs Service. It also leveraged greater use of technology to deliver services and information to customers via portals such as FirstGov and Recreation.gov. As a result, customer surveys of federal agencies showed service levels to be comparable to those in the private sector and employees working in reinvented workplaces (about one-third of the workforce) were more satisfied with their jobs by a 5-to-1 margin. Its key success measure, the level of citizen trust in the federal government, increased from 21 percent in 1994 to 44 percent in 2000, as measured by the University of Michigan.

Both task forces operated in more of a campaign environment, with staff rotating off and on the team. They both generated many ideas and initiatives on a regular basis, but did not develop a consistent follow-through process after the first two years of operation.

The President’s Management Agenda. In contrast to NPR, President George W. Bush runs his Management Agenda out of the Office of Management and Budget (OMB) with a strong, disciplined focus on meeting tough but achievable goals in five areas. President Bush is personally involved and has made clear to his appointees what he expects: “We want to make sure when we spend money, that it meets needs... that’s what the American taxpayer expects. They expect results and I expect results.”

The five priority areas are strategic human capital, competitive sourcing, improved financial performance, expanded electronic government and budget and performance integration. These priorities have not changed over the course of the past two years, so there is a great deal of consistency in what’s seen as important. Bush, who is the first MBA President, shifted the federal reform focus from NPR’s experimentation and bottom-up set of evolving innovations to a very targeted, top-down implementation. OMB uses a quarterly red-yellow-green scorecard that is posted publicly (www.results.gov). The Administration’s communication on the Agenda focuses on political appointees, not the frontline. Interestingly, there is no public emphasis on saving money, although there is a real element of this in play. Also, although the Agenda focuses on achieving specific goals by 2004, it does not paint a long-range
Public Service Renewal in Canada

David Zussman

As in governments worldwide, Canadian public servants have been struggling to keep up with a rapidly evolving external environment: globalization and supranational institutions are changing the scope of government, particularly for smaller players such as Canada; technology is changing the workplace and the nature of work; citizens’ expectations for service quality and accessibility are rising, and demographics are leading to a wave of retirement and a shortage of new entrants.

Human resource reform in Canada’s federal public service has been the subject of an astonishing number of studies—by our reckoning there have been 30 different major reports proposing improvements since the current human resource management framework was instituted 35 years ago. A wide range of reform initiatives has been taken over the past decade. In the early 1990s, Public Service 2000 (PS 2000) promoted the need for greater accountability for managers and was an attempt to modernize Canada’s public services and give public servants the tools they need to succeed in the 21st century. Will this package be the needed catalyst for renewal?

One of the most radical changes deals with hiring practices, which Canada’s auditor general has characterized as “complex, costly, time consuming and inflexible.” Today, it takes approximately six months to a year to staff a position in the federal government. These timeframes are untenable, particularly at a time when close to 30 percent of current employees are expected to leave the public service within the next five years, coincident with a predicted shortage of skilled labor due to demographics.

The current legislation requires that the best qualified candidate be hired. Determining which of many qualified candidates is the best qualified is time consuming and has led to thousands of appeals. Under the new legislation a manager may choose from a pool of candidates who meet a set of explicit, predetermined criteria for a position.

Two other problems that must be addressed are the shortage of policy expertise and management skills. While there are some very fine policy analysts and managers in the public service, there simply aren’t enough of them and the imminent retirement wave will exacerbate the shortage. Hiring will help, but public policy development is a unique skill, and special training courses and mentoring programs are required. Managing large-scale projects, particularly those with a major IT component, is a challenge for the private sector as well as for the public sector—the necessary skills and knowledge are in short supply. The government’s package proposes to solve these problems by amalgamating two training organizations into a single Canada School of Public Service that integrates learning activities and career development.

The rising complexity of public policy requires the capability to work horizontally across numerous departments, but current reward systems and institutions don’t recognize the importance of collaboration among functional communities. This means a change in both culture and practices. The modern human resource management regime needs to encourage flexible working arrangements that allow public servants to navigate from one area to another as needed to expand and deepen their knowledge and skills, as well as creating reward systems that value cross-departmental work.

Another area of concern is accountability. In recent years, the Canadian government has had its share of so-called “billion-dollar boondoggles.” These are the mismanaged projects that make headlines. All governments face the challenge of finding the right balance between paper burden and appropriate tracking, and every scandal tilts the pendulum back to the red tape approach. However, undue paperwork can stifle worthy initiatives, and can squander valuable time and money. Canada’s Treasury Board Secretariat is responsible for promoting better comptrollership across all government departments, but each department must embrace comptrollership as a priority.

Many public servants feel cynical about the potential for meaningful change. Revisions to the legislative framework are a prerequisite for renewal, but more is required than a new set of rules. The legislative framework must be supported by a new management philosophy. Today, for example, public servants are encouraged to be innovative and to take risks, but the risks associated with risk-taking are seen to outweigh the potential rewards. The desired set of values must be clearly stated in order to earn commitment from all levels, from deputy minister to front-line worker.

Government is only as good as the people who work in it, but too many efforts aimed at public service reform or renewal have not put enough emphasis on the human factor. Sound human resource management must underpin all efforts to renew the public service, and renewal must be an ongoing goal. People must have the tools they need to do their jobs. Public service reform will never be a hot ticket among the general public, but if government can’t attract and retain a high calibre of employees, how can a nation expect to have the policies needed to promote economic growth and achieve a high quality of life?

This commentary was written for a panel discussion held in February 2003 at the Campbell Public Affairs Institute of the Maxwell School of Syracuse University. http://www.campbellinstitute.org.

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Do You Have Comments or Suggestions for the PA TIMES?

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Priorities Unchanged in Two Years

From REFORM, pg. 9

visionary approach.
While the Clinton and Bush approaches to federal management reform were very different, there are a number of commonalities. Both are citizen-customer focused, both rely on electronic government as a tool to transform government operations, and both have made important contributions to changing conversations in agencies to be more results-oriented and financially accountable. Significantly, both have put the stage for substantial transformation from a government organized by agencies and programs to a government organized around services and results.

This commentary was written for a panel discussion held in February 2003 at the Campbell Public Affairs Institute of the Maxwell School of Syracuse University. http://www.campbellinstitute.org.

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PA TIMES 25th Anniversary Celebration

The 25th Anniversary of the PA TIMES: A Series

H. George Frederickson

2002 marked the 25th anniversary of the PA TIMES (PAT). Several articles will appear in PAT throughout 2003 in celebration of this occasion, and this is the first. Others who will write articles are Randy Hamilton, Enid Beaumont, Carl Stenberg, Philip Rutledge, Donald Menzel and Frank Sherwood. In this first article my job is to describe where PAT came from and why.

It was 1977 and Jimmy Carter was president. Everyone was talking about zero-based budgeting and preparations were underway for what was to become the Civil Service Reform Act of 1978. In the spirit of the times, ASPA had experienced a revolution of young turks who insisted that elections to ASPA leadership and would likely be located at a university. The job of the editor would be to commission articles that would be less academic than PAR articles and would be directed toward practical and applied public administration issues. Supporters of this alternative liked the frequency of a publication every second week. Detractors worried about expenses and the burden of getting out a publication every second week.

During the course of deliberations, and as alternatives developed, there were lively exchanges between committee members and ASPA leadership regarding individual preferences, available resources and alternative visions of the future. By the time the committee completed its work it was clear their recommendations would be accepted and implemented.

In the end, the committee recommended a twice-monthly tabloid newspaper, to be called the Public Administration Times. They also recommended that the elements of the first alternative, a punched-up version of ASPA News and Views, be included in what was to become the PA TIMES. It was recommended that the ASPA executive director also serve as editor-in-chief of the PA TIMES, with full responsibility for its operations.

The National Council voted unanimously in favor of the committee’s recommendation. Now that policy had been made it was time the committee completed its work it was clear their recommendations would be accepted and implemented.

The 25th Anniversary of the PA TIMES: A Series

FAU ad
Public Administration and Jurisdiction

I was recently asked to give a lecture answering this question: What is the biggest problem in American public administration? I surveyed the most recent books and articles in the field, had some conversations with trusted friends, both academic and practitioners, and with apologies to The Artist Formerly Known as Prince, settled on this rather discouraging title for the lecture: A Brief Contemplation On The Subject Formerly Known as Public Administration. In my survey and conversations I found governance, networks, globalization, civil society, privatization, performance measures, federalism, professionalism, transparency and a lot more. But, I had real trouble finding public administration. At the center of why it is so difficult to find public administration in modern America is the rapidly changing nature of our public jurisdictions.

Classic public administration was built on the assumption of jurisdiction, including the nation-state, states, cities, counties, regional agencies and special districts. From the logic of jurisdiction flows all of the essentials for the development of a professional merit-based civil service, a public administration. First, jurisdiction is specific to locale, a particular physical place circumscribed by arbitrary but invisible lines defining everything inside those lines as part of the jurisdiction. Second, within these lines the officials of jurisdiction govern, which is to say they exercise sovereign authority, make and enforce laws, tax and provide services to the people. Third, the logic of jurisdiction assumes a reciprocal relationship between the governed and those who govern them. The preferred form of that reciprocal relation - jurisdictional arrangement by which the people and those who govern them call professional public administration.

Fifth, in classic public administration the jurisdiction is our employer and the house in which we work. We believe we work in the people’s house and that our role in this house is to serve them. Public administration is not just a job.

If there is a fundamental reason why it is so hard to find public administration these days it is the rapidly changing characteristics of jurisdictions, the people’s houses. The sovereignty of jurisdictions, and particularly nation-states, is evaporating out the top, leaking out the sides and seeping out the bottom. Threats to our national security are as likely to come from stateless terrorist groups as from other countries. Changes in the European and Asian economies are as likely to influence our economy as vice versa. The global economy challenges jurisdictionally based systems of taxation, particularly as more transactions are made over the Internet. And, because of the Internet, American laws against, for example, child pornography and gambling, are extremely difficult to enforce. The mobility of capital is so great that nation-states, states and cities now constitute markets in which firms shop for low wages, favorable tariffs, tax breaks and lax regulation. With the freedom of human mobility, both physically and literally, people with resources can find places favorable to their interests, homes abroad, off-shore tax shelters and the like.

When combined, these and other forces constitute a growing disconnection between jurisdictions and the capacity of jurisdictions to manage the problems their people face. Jurisdictions have fixed boundaries; boundaries usually established many years ago for reasons that may no longer make sense. There is now a widely acknowledged mismatch between jurisdictional boundaries and jurisdictional problems. At the level of the nation-state, Daniel Bell describes it this way: (The nation-state is) becoming too small for the big problems of life, and too big for the small problems of life. It is too small for the big problems because there are no effective international mechanisms to deal with such things as capital flows, commodity imbalances, the loss of jobs, and the several demographic tidal waves that will be developing in the next 20 years. It is too big for the small problems because the flow of power to a national political center means that the center becomes increasingly unresponsive to the variety and diversity of local needs. In short, there is a mismatch in scale. In American metropolitan areas, high levels of suburbanization and jurisdictional fragmentation have deeply eroded the capacity of center cities to deal with their problems. Rural county lines drawn in the era of the horse and buggy now make little sense. The problems faced by the least advantaged of us - crime, drugs, little or no public transportation, chronic underemployment, inadequate affordable housing, air and water pollution - tend not to stay put and ignore arbitrarily drawn jurisdictional boundaries. The match between jurisdictions and the problems faced by those who live in jurisdictions is getting weaker and weaker. Short of war and scandal, it is politically very difficult to change jurisdictional boundaries.

Finally, jurisdictions themselves have increasingly degovernmentalized by privatizing and contracting-out their services. At the federal level there are now many contract employees for every civil servant. Taken together, the changing forces affecting jurisdictions make it increasingly difficult to find public administration, let alone define and understand it.

Donald F. Kettl’s very good recent book, The Transformation of Governance: Public Administration for Twenty-first Century America is a brave attempt to make sense of all of this. Based primarily on his study of the American national government, Kettl suggests that jurisdictionally based public administration rooted in hierarchies of authority and command and control structures is on the way out. In the context of rapidly changing jurisdictions, public administration is becoming governance, by which he means variously: the management of the links between government and its broader political, social and economic environment; government (substitute jurisdiction) may still act with authority and create formal obligations but increasingly public administration as governance is the management of the institutions and processes through which social action occurs, which may or may not be governmental; government (substitute jurisdiction) refers to the functions of public institutions while governance is the way government gets it done, often these days through nongovernmental means.

How shall governance be successfully done? Following Kettl, governance calls for a better fit between hierarchies of authority and governance; put another way, a better fit between public administration and the changing characteristics of jurisdictions. Following the logic of governance, public administration is changed to the management of linked jurisdictions and extended chains or networks of third-party service providers. Jurisdictional authority is to be replaced by the direction of interpositional and intergovernmental processes. Information is replacing authority as the centerpiece of governance. According to Kettl, these are the building blocks of governance, the subject formerly known as public administration.

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PAT Starts Slow, Gains Momentum

From PA TIMES, pg. 10

time for implementation. As even public administration rookies know, policy entirely depends on administration and such was the case with the PA TIMES. The ASPA executive director at the time was the particularly capable Keith F. Mulroony, a former city manager. To my best recollection, this is how he did it:

First, in the spirit of the concept of the PA TIMES Mulroony appointed an e-mail board comprised primarily of leaders in the study and practice of public administration. The first leaders of ASPA were asked to put together a little group to work on the design of the publication. Third, he rounded up some writers, handed out assignments, asked for favors and generally spread enthusiasm for this new publication. Fourth, he set about encouraging companies, universities and other organizations to advertise in the PA TIMES. Finally, he reorganized the ASPA headquarters staff so that PA TIMES would have some support. In three months the first issue of PA TIMES appeared.

The first few issues were embarrassingly thin, sometimes just four or six pages. There were few advertisements, and the articles were very uneven. The front page was dedicated to some important public administration issue of the day, and it usually included at least one picture. The ASPA material was in the back, still using the ASPA News and Views banner. What is now The Recruiter was on the back page,
When a Team Member Cheats, Who Pays the Piper?

In the management courses I teach, students form teams, create a research agenda and present a report at the end of the course. In a recent course, I reviewed a team’s written report and found major portions plagiarized from the Internet. My university allows the professor discretion on how to handle issues of plagiarism. Possible disciplinary actions range from an oral reprimand to a failing grade for the course. Furthermore, the matter can be referred to an academic disciplinary review committee for university-wide action, ranging from oral reprimand to expulsion from the university.

My first task was to speak to each student individually and ask for an explanation. As with most team tasks, there were good explanations of the research tasks, agreed on assigned portions of the report to write, and one individual was tasked with integrating the parts to complete the report. Two of the three students said they were unaware of the plagiarized portion. The third student, the one responsible for writing the suspect portion, told me that what she presented to the group was not the plagiarized material.

After further discussion all students agreed the information was plagiarized. I asked each individual what consequences should result from this improper action and to whom should the consequences be directed—one individual, individuals equally or the team project. All students emphatically denied participation in the plagiarized portion and if consequences resulted, individual sanctions were suggested. The most serious sanction suggested by the students was a one-semester suspension. Is such a sanction fair, does each student justify the failing grade on their transcript?

What should I do? What would you do?

---Submitted by Rod Eravkovich, Texas Wesleyan University
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Laurea Steele and Marc Holzer

In 1999, the Worcester, MA, Municipal Research Bureau received a three-year planning grant from the Alfred P. Sloan Foundation to connect government goals to community results. Municipal Research Bureau engaged with Worcester’s neighborhood associations and community development corporations, asked what had contributed to the development of preliminary performance measures, all of which were based upon the city’s strategic plan. The representatives from Worcester’s neighborhood associations and community development corporations played a key role in helping to refine the performance measures, developed accurate maps of Worcester’s neighborhoods and participated in public forums which focused upon developing strategies for reviewing Worcester’s neighborhoods.

The Research Bureau then turned its attention to a systematic review of the performance measures literature, and visited and consulted with individuals who have been engaged in other Sloan Foundation citizen-driven performance projects. During these visits, the Research Bureau learned about each project and received feedback and suggestions regarding their performance goals.

Partnerships have also been developed with community leaders in Hartford, CT, Providence, RI, and Springfield, MA, cities similar in population to Worcester. The goal has been to encourage their continued participation in these projects so that all four cities could compare their performance on issues of common concern.

Other partnerships were established with the University of Central Massachusetts and the Health Foundation of Central Massachusetts, which had been participating in a complemen- tary effort designed to measure community health in Central Massachusetts. In exchange for some financial support, the Research Bureau agreed to collect social, economic and public health data for Worcester and approximately 30 nearby towns. The indicators will include each community’s income and occupational mix, type and availability of housing, rate of infant mortality, teen pregnancy and prevalence of infectious diseases. These foundations will now have information to make informed decisions regarding their community needs and to determine which projects to support. Besides adding a regional dimension to the project, the Research Bureau can now compare Worcester’s performance to that of its neighbors. This will provide additional funding and help ensure that the project continues well beyond the three-year grant period.

In order to measure municipal performance at both the citywide and neighborhood levels, the Research Bureau worked extensively with officials from the City’s Office of Planning and Community Development and the Worcester Police Department, as well as neighborhood advisory groups to develop maps defining the City’s neighborhoods.

What indicators were developed as measures of performance or to determine outcomes? Indicators were designed to assess progress towards achieving the five goals contained within the City’s strategic plan (developed in 1994 by city appointees) on the city's primary performance measures.

The Economic Development goal identified growth in the City’s tax base and the reduction in poverty as its two primary objectives. Measures are:

• Growth of commercial and residential tax base

• Municipal Tax Rate

• User-Friendliness of Business Permitting Process

Performing Inns for Accountability and Performance: Partnerships Key to Achieving Results

Laura Steele and Marc Holzer

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For information or items of interest related to CAP or performance management/measurement activities or if you have a related item for the CAP Corner, please contact Denise Welts, CAP Director, 1120 G Street, NW, Suite 700, Washington, DC 20005; (202) 385-4130; dwelters@aspanet.org or be sure to check out the "CAP Corner" on ASP A’s web site: www.aspanet.org.

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PAT Goes From Biweekly to Monthly

From PA TIMES, pg. 11

where one usually finds the job advertise- ments in a newspaper. There were other advertisements, but not many. Mulrooney was having the devil’s own time trying to find authors willing to write for this new publication. Compared to the Chronicle of Higher Education, the model for the PA TIMES, these initial efforts were meager, at best. After two or three months of publication, Mulrooney approached ASP A leadership with suggestions that the publication simply was not enough material for publication twice a month. Besides, the costs of printing and mailing on that schedule were very high. Mulrooney suggested that the concept would still work, but only on a monthly publication schedule. Although some in ASP A leadership support the change were divided, a decision was made to move to the present monthly publication schedule.

Mulrooney was right. Gradually content increased and improved as people learned that they could reach a wide public administration audience through PA TIMES. Advertisement also increased. At some point ASP A New and Views changed its banner to ASP A TIMES, and settled into about the last one-third of every issue of PA TIMES. There have been several changes in format, changes usually associated with the appointment of a new ASP A editor-director PA TIMES editor-in-chief. Color has been added. Although there is plenty of room for improvement, the PA TIMES comes close to achieving the original concept of those who envisioned it 25 years ago. Happy birthday to the PA TIMES! ASP A member H. George Frederickson is the Senior Professor of Public Administration at the University of Kansas and the author of The Spirit of Public Administration.

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IPMA Becomes IPMA-HR

The IPMA membership overwhelmingly approved a name change—from the International Personnel Management Association (IPMA) to the International Public Management Association for Human Resources (IPMA-HR). More than 90 percent of the balloted membership voted in favor of the name change. Members and staff are enthusiastic about the more descriptive name. Executive Director Neil Reichenberg says, “The new name highlights our public sector emphasis and incorporates the term human resources, allowing us to begin a branding campaign that will make IPMA-HR the premier public sector human resource association.”

The name change will be implemented in a number of ways including a new logo, and changes to the Web site and newsletters. Members will continue to receive the same excellent benefits as before, including access to the “members only” sections of the web site. Membership ID numbers will not be changed.

Over 87 percent of the membership also approved technical amendments to the bylaws. They were updated to reflect the new membership structure in which agency member dues are based on the number of covered staff members instead of on the size of the agency and to change “personnel” to “human resources” throughout the document.

Contact IPMA at (703) 549-7100 with any questions.

OPM Revamps Presidential Management Intern Program

In an effort to revitalize the 25-year-old Presidential Management Intern program, the Office of Personnel Management is considering increasing the pay of entry-level interns, the agency says.

OPM mentioned a proposal to boost interns’ salaries in a recent statement announcing that the PMI program’s headquarters will move from Philadelphia back to Washington. The program’s main administrative offices were shifted to Philadelphia in 1995.

The headquarters move, first announced in a letter to 7,000 current and former program interns and senior government officials, comes on the heels of a half-year program review, and is the first of several changes OPM expects to make in the coming months. An OPM spokesman said other possibilities include an unspecified increase in entry-level pay up from the current GS-9 level and a greater emphasis on taking advantage of opportunities to rotate assignments during the program, an option currently available to interns but one that officials believe is under-used.

It makes sense to house the program, which prepares some of the nation’s top students for federal management positions, in Washington, “where the eyes of the world are looking for direction and leadership during these challenging times,” said OPM Director Kay Coles James in a statement. Locating the internship’s headquarters in Washington will make it more “contemporary and attractive to college graduates.”

President Jimmy Carter issued a 1977 executive order creating the PMI program, which he hoped would attract civil servants with “exceptional management potential who have received special training in planning and managing public programs and policies.” A 1982 executive order from President Ronald Reagan expanded the program to draw applicants with a “clear interest in, and commitment to, a career in the analysis and management of public policies and programs,” not just those with specific training in public management.

In 25 years, the two-year-long program has groomed about 6,000 graduates with management potential for federal jobs. Each year, deans and department chairs at graduate schools across the country nominate students whom they believe would make good PMIs. In January and February, nominees who decide to apply take day-long tests to assess their writing and oral skills. OPM sends out acceptance letters in March, and agencies then have the opportunity to choose interns for specific position openings.

The PMI program still attracts a wide pool of top candidates, but in recent years, some agency officials have lost track of the program’s original intent, said John Palguta, vice president for policy and research at the Partnership for Public Service, a Washington advocacy group, and former director of policy and evaluation at the Merit Systems Protection Board.

Some agencies are using the program as an easy way to hire talented people to fill job openings quickly, and not as a way to cultivate outstanding leaders, Palguta said. PMI training lacks a focus on long-term career development in many cases, he said.

“The move is probably not a bad thing, but that alone is not going to make it a successful or unsuccessful program,” Palguta said. “Physical location is not as important as efforts to identify and recruit interns with outstanding leadership potential.” Changes such as increases in entry-level salaries and a greater emphasis on encouraging interns to rotate to various positions, coupled with an effort to recruit good leaders, would make much more of a difference, Palguta said.

Ultimately, agencies determine how to use their PMIs. But as the program administrator, OPM should set high standards and do a better job of monitoring how agencies are doing, Palguta said. In his view, OPM could measure success at each agency by tracking the percentage of PMIs who remain in federal management positions after the program is over, the length of time they stay, the amount of time spent on training interns and the extent to which PMIs take on rotational assignments.

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If you have a press release appropriate for “Where Things Stand,” contact Jess Price at 202-385-4314, jprice@aspanet.org or fax to 202-638-4952.
Presenting New Members

ASPA welcomes the following new members in the month of January 2003. Please note: members rejoining ASPA are not included on this list.

Laura Furgione Alaska Min Chul Shin Empire State Capital Area
Devona Bonit Dixon Arizona Leslie Breiter Evergreen
Donald Jim Arizona Molly A.S. McElroy Evergreen
Sumeet Mohan Arizona Thomas Behr Georgia
Corrin B. Spiegel Arizona Timothy J. Jones Georgia
Jon Lofton Arkansas Gregory A. Mann Georgia
Richard Moss Arkansas Thom Morris Georgia
Lois A. Peers Arizona Diane Schalnat Georgia
Abdulhamid Abu-Ain At Large Avon Thompson Georgia
Faizal Al-Gabban At Large Blaine A. Gilmore Greater Cincinnati
Abdulazeez Al-Otaibi At Large Juanita Johnson Greater Cincinnati
Abdulrahman Alshakawy At Large Rick Kaufard Greater Cincinnati
Allison Cain At Large Staci O'Leary Greater Cincinnati
Tom Christensen At Large Linda Gerber Greater Kansas City
Habib Khan At Large Robert D. Renton Greater Kansas City
Juan Manuel Santiago-Rodriguez At Large Todd S. Spangler Greater Kansas City
D. Scott Frimire Bakersfield California Alyson Clark Golf Coast
Karin Cenciceros Centex Sandra Bryant Hampton Roads
Kendi Davis Centex Nicholl Dudley Hampton Roads
Allison B. Dunn Centex Cassie G. Patterson Hampton Roads
Audrey Fontenot Centex Amy B. Schneider Hampton Roads
Thomas Hooper Centex Steven Saper Hampton Roads
Lester Landers Centex Nelson Torres Hampton Roads
Mindy Martinez Centex Nasser Magumbol Hawaii
Tia McCord Centex David Strohl Heart of Illinois
John Monk Centex Michele Luteinski Indiana
Josh Payne Centex John T. Young Indiana
Christie Pogue Centex Jason Keith Inland Empire
Nathan Sexton Centex Ross M. Savino Inland Empire
Keji Shirota Centex Albert Caldero Cabre Inland Empire
Joshua Walters Centex Mark Chubb Int'l. Elec. Membership
Keesa S. Addison Central Florida Mohammad Elsam Int'l. Elec. Membership
Deidre A. Campbell Central Florida Jose A. Garcia-Rojas Int'l. Elec. Membership
Tahira M. Dingle Central Florida Bradenl Jurg Int'l. Elec. Membership
Heather M. Ellis Central Florida Jau Hong Kim Int'l. Elec. Membership
Susan D. Vanderburg Central Florida Moshe Y. Maor Int'l. Elec. Membership
Randall K. Henderson, Jr. Central Florida Melanie E. Jones-Grant Kentucky
Kimberly K. Hughes Central Florida G Scott Muck Kentucky
Willie G. Miller Central Florida Peter Archuleta Las Vegas
Adam Langlerl Central Florida Scott Jelinek Las Vegas
Kimberly S. McGuain Central Florida Phil Klevorick Las Vegas
Laura Moody Central Florida Bari L. Bendell Las Angeles Metro Area
Jonathan Oster Central Florida Grisel Chavez Los Angeles Metro Area
Dominic Robertson Central Florida Neil Guglielmo Los Angeles Metro Area
Glenn J. Slavsky Central Florida Esther Gutierrez Los Angeles Metro Area
Jamie Sunblom Central Florida John Joo Los Angeles Metro Area
Alan R. Williamson Central Florida Andrew Kaykendall Los Angeles Metro Area
Kimberly Flint Central New York Susanna Lavueve Los Angeles Metro Area
William Keamy Central Piedmont Central South Carolina
Derek A. Bergstrom Chicago Illinois Anthony D. Meeks Los Angeles Metro Area
Michael Eldridge Chicago Illinois Lena Peregman Los Angeles Metro Area
Ermina Joaquin Chicago Illinois Ross M. Savino Los Angeles Metro Area
Alisa M. Listwan Chicago Illinois Denis Shoemaker Los Angeles Metro Area
Jessica Lowe Colorado Kristopher Stewart Los Angeles Metro Area
John Critzer Connecticut Michelle D. Thomas Los Angeles Metro Area
Julia Drew Delaware Christopher Williams Los Angeles Metro Area
Anna W. Hunter Delaware Cheryl M. Witt Los Angeles Metro Area
Bryan Hightower Detroit Metropolitan Area Christian Alexander Louisiana
Laura L. Oates Detroit Metropolitan Area Louis Colin Louisiana
Mark Childress East Tennessee Mathew Span Louisiana
Amanda Edwards East Tennessee Maria T. Brown East Tennessee
Mark Herreis Eastern North Carolina Andrew Russell East Tennessee
Jack Bruce Empire State Capital Area Loretta Martin Maryland
Robert Lawson Empire State Capital Area Valerie Van Meter Maryland
ASPA, NAPA Announce 2003 National Public Service Award Winners

ASPA and the National Academy of Public Administration (NAPA) established the National Public Service Award (NPSA) program in 1983 to pay tribute to exemplary public managers. For the past 20 years, the award has reflected our pride in the public service by communicating professionalism, encouraging excellence and promoting positive awareness of public administration.

Awards are presented annually to those individuals who have made substantial contributions as practitioners who have dedicated their careers to government service. Selected from all levels of government—local, state, federal and international—the recipients are public servants who have made outstanding contributions on a sustained basis.

This year’s NPSA winners are Sheila W. Beckett, Gene L. Dodaro, David E. Janssen, Larry G. Massanari, Merrett R. Stierheim; Keeper of the Flame winner Dan Fenn, Jr.; Founder Award Winner Elmer B. Staats.

Fred Fisher: Profile of A Public Administration Leader

Fisher’s methodologies are in use throughout the world, including in Slovakia where he is seen here.

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ASPA TIMES
Advancing excellence in public service...

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Recruiter 26

Jess Price

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Fred Fisher: Profile of A Public Administration Leader

Fred Fisher has been a man with a mission. He has employed a learning technology that seems to recognize few cultural constraints. It has been put to work in at least 70 countries in Latin America; Central, Eastern and Southeastern Europe; the Middle East; Central, South and Southeast Asia and Anglophone Africa.

But Fisher’s accomplishments aren’t limited to other societies. Much of what he has been doing in other countries is useful to local governments and community organizations in the United States as well. There are many factors which have contributed to his achievements in a wide variety of governments, organizations and cultural settings.

One key element, of course, is Fred Fisher himself. He is personally attractive, knows his business and has had rich experience in training and development. Beyond a winning personality, his writing capacity is perhaps his greatest asset. He can instill interest in the dullest of subjects. And he writes easily and quickly; he has put together more than 50 books on managing local government and non-governmental organizations. That writing capacity has been highly important because his approach has depended heavily on simple, easy-to-use text materials.

The method employed by Fisher in his overseas undertakings is not original, as he is quick to concede. It was created by Neely D. Gardner as Action Training and Research during his many years as a professor of public administration at the University of Southern California. Gardner died in 1987. Fisher’s contact with Gardner, which would prove so significant, came when Fisher headed the Center for Career Development of the International City/County Management Association (ICMA). With Gardner as a principal adviser, he constructed a major enterprise, the National Training and Development Service for State and Local Governments (NTDS). Funding came largely from the federal government and the Ford Foundation. Fisher served as vice-president through much of the 1970s of an organization that had as aspirations for truly reforming the way in which training and development activities were handled at the sub-federal level.
Hail and Farewell

Understanding that we are ASPA is a strong motivating force. It means that if we think ASPA should do more for chapters or sections, we have the responsibility to work with our chapter or section to do more together. If we would like ASPA to address issues of local or international governance and public service, to be involved in e-government or to mentor new professionals who are the public service work force of the future, then we, the members, have the responsibility of doing it. The staff can do the support functions, and they do them very well, but we, the members, have to do the real work of ASPA.

And we do it well! In the past year as president, and in the previous two years as an officer, I have been very fortunate to work with the other officers, the National Council and many ASPA members who have worked very hard to achieve ASPA's mission and goals. I can’t begin to thank all of them in this column, but I do want to mention a few ASPA members who have been very important to me in this presidential year and in the several years leading up to it. First, many thanks to the other officers with whom I’ve worked: President-Elect Walter Broadnax, Vice President Cherylte Broom and Past-Presidents Dan Ahern and Marc Holzer. Through monthly conference calls, meetings in Washington, at conferences and countless e-mails, we have worked together as a team. I can’t thank them all enough for everything they’ve done and continue to do for ASPA!

The National Council has been a wonderful group with which to work. Council members also served on steering groups and action teams, participated in the strategic planning activities and spent countless hours on e-mail and the phone helping ASPA achieve our goals. The Council represents the membership, and acts on the membership’s behalf. The Council members serve as liaisons to chapters and sections, and represent their interests at the council meetings. I really appreciate all of your hard work, dedication to ASPA and, of course, your eagerness to endure those long Council meetings.

If the foundation of ASPA is the Council, the steering groups and action teams form the superstructure. Special thanks go to the steering group chairs for 2002-03: Warren Barclay, Patricia Julnes and Reuben Leslie, who have managed all the issues that came to them from the Council and the officers. You’ve been expert jugglers and ASPA has benefited from it. Thanks to all the steering group members and the action team chairs and members. I’m sorry there isn’t space to list all of you, but you know who you are and I really appreciate all your service to ASPA. Thanks also to Tom Liou, chair, and the Publications Committee members for addressing a wide variety of issues this year. The 2003 Annual Conference Program co-chairs, Dan Fiorino and Mordecai Lee, and their program committee have done a wonderful job this year putting together a conference with a little something for everyone: practitioners, first-time attendees, academics, chapter members, sections and students. Thanks to all of them and to the local host committee members from Washington, DC, Virginia and Maryland for developing a conference that celebrates the power of public service. Y’all come!

One of the hardest working committees is, of course, the Finance Committee. Its chair, Larry Walters, deserves special thanks for all his hard work developing a program budget for ASPA and figuring out ways to manage (and we hope eventually eliminate) ASPA’s structural deficit so we can operate in these difficult economic times. Special thanks are due to all the Finance Committee members who attended many meetings and long conference calls. I also especially want to thank the inaugural chair of the new Fund Raising Subcommittee of the Finance Committee, Bernie Ross, and to the members of the subcommittee for beginning the process of establishing an independent financial base for ASPA.

Finally, I want to thank the ASPA staff. We have the best staff imaginable! Mary Hamilton is an exceptionally dedicated and highly skilled executive director. It’s been a real pleasure to work with her. Erik Bergrund, the electronic staff member one almost never sees (except at conferences), manages more than is humanly possible from his computer in Kansas City; all the while maintaining a wonderful sense of humor. Pat Yearwood, Darryl Townsend, Christine McCrarin, Jess Price, Pharelda Scott, Denise Wells, Leslie Fan and the other staff members have helped me in countless ways over the past year. There aren’t enough words to express my appreciation. I know they will serve Walter and the new officers and members well in the coming year.

That’s it for me. I’ll look forward to seeing everyone at the conference in Washington. And if you haven’t registered when you read this, there’s still time! Best wishes, Walter, for a good year in 2003-04!

Glen Hahn Cope

gecope@aspanet.org

2003 NPSA Winners

Distinguished Executive in 1997 and 2000; a Presidential Award for Meritorious Executive in 1992; four Commissioner’s Citations—the highest honor conferred upon Social Security employees; and the first Commissioner’s Leadership Award. Massanari has worked with the SSA since 1966, when he started as a claims representative in a field office.

Merrett R. Stierheim is superintendent of Miami-Dade County Public Schools. He has also served as president and CEO of the Greater Miami Convention and Visitors Bureau, where he received the 1996 Tourism Professional of the Year Award.

Keeper of the Flame Award winner Dan Fenn, Jr., was founding director of the John F. Kennedy Library prior to his retirement. Since retiring 16 years ago, Fenn has maintained his involvement in numerous boards, such as the Lexington, MA, Council on Aging and the Old South Meeting House in Boston. He has also taught more than 200 sessions at universities around the country.

From NPSA, pg. 15

2003 NPSA Winners

Presidential Award winner Elmer B. Staats was a founding member of both ASPA and NAPA. He served 15 years as comptroller general of the United States, and since his retirement has continued to serve on numerous boards including the Board of Trustees of the Harry S. Truman Scholarship Foundation and the Governmental Accounting Standards Board.

The National Public Service Award program is supported by contributions from ASPA chapters and sections and ASPA and NAPA members, as well as foundations, corporations and individuals. An endowment for the National Public Service Awards exists thanks to generous original contributions from the McKnight Foundation and the Kent Foundation. Major support has also been provided by the Commonwealth Fund, the Rockefeller Foundation and the Florence and John Schumann Foundation.

Jess Price is communications assistant at ASPA. E-mail: jprice@aspanet.org

To submit your chapter or section’s best practices, best leaders or other ideas, contact Jess Price at jprice@aspanet.org or 202-585-4314.
This could be your ad.

April’s Topic is Challenges Posed by Changing Demographics
May’s Topic is Images of Public Service After September 11
Would you like to advertise a product or service related to one of these topics?
Contact Christine Jewett at E-mail: cjewett@aspanet.org
Phone: 202-393-7878 Fax: 202-638-4952

Members on the Move

Bruce Bachelor—has been appointed director of the labor and industrial division of New Mexico’s Department of Labor.

Fred Carter—has been named to serve as chief of staff to the governor of South Carolina.

Eugene J. Corcoran—was announced as a nominee to become United States Marshal for the Eastern District of New York.

Angle de Limas—was promoted to capital improvements analyst for the Coordination Department in Florida.

Carolyn Heinrich, Mark Imperial, Philip Joyce, Mordecai Lee, Hannah Sistare, Thomas H. Stanton and Joseph Sistare—each received $15,000 grants from the IBM Endowment for the Government Review, published by the Carl Vinson Institute of Government at the University of Georgia.

Karelia Martinez-Carbonell—has completed all requirements for the degree of Doctor of Public Administration (DPA) from Nova Southeastern University.

Michael Massiah—has been named director of human resources at the Port Authority of New York and New Jersey.

Laurence J. O’Toole—was named Robert T. Golembowski Professor of Public Administration, School of Public and International Affairs, University of Georgia.

Rosemary O’Leary—received Syracuse University’s Chancellor’s Citation for Distinguished Service and for Exceptional Academic Achievement.

Al Stonitsch—was promoted to administrative assistant to the village manager in Glenview, IL.

Sajjad S Hotiana—was promoted to district coordination officer in the Chakwal district of Pakistan.

Roger Kemp—was appointed to the Editorial Board of State and Local Government Review, published by the Carl Vinson Institute of Government at the University of Georgia.

Karelia Martinez-Carbonell—has completed all requirements for the degree of Doctor of Public Administration (DPA) from Nova Southeastern University.

Michael Massiah—has been named director of human resources at the Port Authority of New York and New Jersey.

Laurence J. O’Toole—was named Robert T. Golembowski Professor of Public Administration, School of Public and International Affairs, University of Georgia.

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Al Stonitsch—was promoted to administrative assistant to the village manager in Glenview, IL.

In February I had the opportunity to teach a course on the Zuni Reservation in southwest New Mexico. The course is part of a 12-month program designed for the Zuni by the U.S. Department of Agriculture (USDA) Graduate School, which provides the Certified Public Manager Program (CPM) to federal agencies and employees. CPM programs are also provided by 25 states and the District of Columbia. (If you want more information on CPM programs, go to http://www.cpmconsortium.org.)

I got involved with the program for the Zunis when I was asked to speak at their orientation session here in Washington, DC, last spring. About the same time, ASPA’s National Council approved ASPA collaboration with the National CPM Consortium to develop a continuing education program that would serve the other 25 states, and to establish a central database of CPMS.

Given ASPA’s interest in the CPM program and the large number of ASPA members involved in providing these programs around the nation, I decided I needed to learn more about CPM. When Norma Ford, the USDA director of the federal CPM program, asked if I’d be interested in being part of the faculty for the Zuni, I jumped at the chance.

When I met the Zuni people at their orientation, I was struck by how serious they were about obtaining the skills necessary to do their jobs better and to help the tribe prosper. It was also clear that every course offered would need to focus very pointedly on their needs and how they could apply what they learned. Because of their commitment and needs, I felt a tremendous responsibility to make every minute in the classroom count.

There are 23 Zuni directors and managers in the program. They are top officials in key agencies—e.g., tribal administration, police, social services, radio station, solid waste management, finance, personnel and roads/transportation. I was told that most do not have college degrees but do have significant experience in their professions. The 2-day course I facilitated was entitled “Improving Organizational Performance.” I wasn’t sure how to gear the course. On the one hand, I didn’t want to offend the participants or waste their time by being too basic. On the other hand I didn’t want to frustrate them by skipping over some fundamental material. So I prepared for all of the above.

Zuni is 150 miles southwest of Albuquerque. It’s a beautiful drive through high desert terrain—huge mesas, snow-topped mountains in the distance and lots of tumbleweeds. The community has a population of about 11,000 people. Lands governed by the tribe spread for about 460 square miles around the town. Unemployment is about 65 percent.

As I talked with students in the class I learned that a lot of those considered unemployed are actually self-employed. They make the lovely inlaid jewelry for which the Zunis are famous. Some also make woven goods, pottery and furniture. The arts and crafts in the community are quite wonderful.

In the classroom I found that same committed, serious group of people I met at the orientation. What I hadn’t seen in the orientation was their sense of humor. They love to poke fun at each other and are very responsive to funny twists on a story. And they balance this humor with an amazing ability to focus and work very hard on the subject at hand.

I also found a group of people who were already doing a lot of the things we were talking about (e.g., streamlining processes, doing customer surveys). They didn’t know some of the terminology and they didn’t have a comprehensive conceptual framework for thinking about how to improve their organizations, but that didn’t stop them; they were doing the right things anyway and having some successes.

The class was a pleasure. Not only were the participants fun, but they were also quick studies, catching on rapidly to the terms and concepts that were unfamiliar and then adeptly applying them. They are a very impressive group of committed, capable public managers—a huge asset to the tribe already and determined to be even more so once they’ve completed this program. I learned a lot during my short time with them.

I return to Zuni the end of June. I’m looking forward to hearing about the progress they’ve made during the interim, and continuing to learn from these remarkable people.

As always, I welcome your comments: 202-585-4307, mhamilton@aspanet.org.
New ASPA Award Established to Honor the Late John W. Gaston, Jr.
Family and friends are establishing a John Gaston, Jr. Award for Excellence in Public Service, management that will be awarded annually by ASPA. John W. Gaston, Jr., 56, a professional engineer and professional planner, died from brain cancer at home after a two-year battle with the disease. Gaston spent some 32 years working for a better environment for the State of New Jersey through his positions with the Department of Environmental Protection, as director of the Division of Water Resources and assistant commissioner, hazardous waste management; a private consultant on environmental management issues; and executive director for over 10 years with the Stoney Brook Regional Sewerage Authority. (Information courtesy of ASPA member Warren Barclay.)

Cope and Broadaxx Fill Steering Group Vacancies
ASPA President Glen Cope and President-Elect Walter Broadaxx have jointly appointed two individuals to fill vacant positions on Steering Groups 2 and 3. National Council member Mike Davis will serve the remaining months of Carol Ranck’s term and then commence a full two-year term on Steering Group 2 in March. In a similar situation, former National Council member Carol Rush will serve the remainder of Ken Stevenson’s term and then begin a two-year term on Steering Group 3. Ranck resigned her seat due to work obligations; Stevenson passed away unexpectedly last fall. (From the January 29, 2003, issue of ASPA’s e-newsletter, Council Chronicle.)

ASPA Approves Application from NYU Student Group
Last month, ASPA’s Executive Committee approved an application from the New York University Robert F. Wagner Graduate School of Public Service Chapter to become ASPA’s third university-based affiliate, joining the University of Pittsburgh Public Administration Organization and the University of Southern California Public Administration Society. Last June, ASPA established a policy to grant affiliate status to university-based groups such as public administration student clubs, public administration honor societies, etc. Visit http://www.aspanet.org/chapters/index.html to learn more about the affiliate program.

ASPA Awards Four Student Conference Grants
Each year, ASPA awards four $250 grants to enable outstanding students to attend its National Conference. This year’s recipients are Aura Acevedo from Kean University, Brittany Doleac from University of South Carolina, Erica Garcia from Christopher Newport University and Jasmine Manipud from San Diego State University.

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ASPA in Brief
ASPA Establishes Past Presidents’ Advisory Group
ASPA has established a Past Presidents’ Advisory Group consisting of all past presidents who are available to wish to participate. The group, which will meet semiannually, will serve as a source of advice and counsel to ASPA’s officers and other leaders on a regular basis. The group’s inaugural meeting will take place at the National Conference in Washington, DC.

ASPA Posts Public Administration Issue Papers Online
Last fall, ASPA President Glen Cope commissioned a number of brief papers on behalf of ASPA’s Strategic Planning Core Group. Papers were requested that addressed the external environment ASPA needs to consider as it focuses on the future. Papers were also requested on ASPA’s internal environment. ASPA Past Presidents Harlan Cleveland, Bob Denhardt and Ed Jennings were among the paper contributors. Visit http://www.aspanet.org/about/issuepapers.htm for more information.

ASPA Dedicates 2nd Annual Founders’ Forum to Staats
During the 2003 National Conference, ASPA will host its second annual Founders’ Forum, which serves as a platform for honoring the founders of ASPA with sessions dedicated to research results, theoretical papers and other contributions to public administration scholarship. The 2003 Forum, dedicated to ASPA past president and charter member Eimer B. Staats, creates a track of events that promotes the highest standards of academic accomplishment, rigor and original research. It is a showcase for papers and other presentations that advance theory, knowledge and information by using strictly applied qualitative and quantitative methodologies. Visit http://www.aspanet.org/2003conf/sessions/fforum.shtml for more information. (The previous three briefs are from the February 1, 2003, issue of ASPA’s e-newsletter, Passing the Torch.)

Former ASPA Executive Director Donates PAR to Sial College in Pakistan
Former ASPA Executive Director Keith Mulrooney recently donated his full collection of Public Administration Review (PAR) to Sial College in Pakistan. Mulrooney handled the logistics of shipping the journal and funded the endeavor. A letter from Sial College called Mulrooney an angel, and noted that no one has ever donated books and journals to the college in that great a number.

UAB Department Changes Name
The former department of government and public policy at the University of Alabama at Birmingham has been renamed the department of government. In addition to a comprehensive political science undergraduate curriculum, the department of government is home to the only NASPAA-accredited Master of Public Administration (MPA) program in the University of Alabama system.
• Federal Times recently invited ASPA online columnist John Kamensky to write a highly abridged version of his four-part series on federal performance budgeting, which appeared on ASPA’s web site in December. His article appears on the Federal Times web site.

• A column written by Donald F. Kettl and entitled “Bush and the 50 Beggars” appeared in the February issue of Governing magazine. The phrase “50 beggars” refers to the nation’s governors who have lobbied strenuously for federal economic assistance.

• William B. Eimicke was interviewed by The New York Times for an article on New York Mayor Michael Bloomberg’s recent release of a 56-page report that listed scores of his campaign promises and their status.

• The Times Picayune (New Orleans) interviewed Jim Richardson, director of the Public Administration Institute at Louisiana State University, for an article on Louisiana’s budget situation. Richardson is a member of the state’s Revenue Estimating Conference, which decides how much money the state has available to spend.

• William Waugh, chair of ASPA’s Section on Emergency and Crisis Management, was quoted in a CNN.com article and a Stanford Daily (Stanford University) column related to the change in the general U.S. threat level. Waugh, professor of public administration and urban studies at Georgia State University, is an expert on international and domestic terrorism.

• The Lakeland Ledger (Florida) interviewed Mary Ellen Guy, professor at the Askew School for Public Administration & Policy at Florida State University, and Jamil Jreisat, a professor of public administration at the University of South Florida, for an article examining the ethics of fraternization in public organizations.

• W. Henry Lambright, professor or public administration and political science at Syracuse University, was quoted in a Christian Science Monitor article profiling National Aeronautics and Space Administration (NASA) administrator Sean O’Keefe.

• The New York Times quoted Howard McCurdy, professor of public administration at American University and author of six books about the space program, in a recent series of articles analyzing NASA following the Columbia space shuttle tragedy. McCurdy will co-chair a panel about the Columbia disaster at the upcoming ASPA National Conference.

• Nelson Wikstrom, professor and chair of the Political Science and Public Administration department at Virginia Commonwealth University, had an op-ed piece entitled “Urban Sprawl Hardly Constitutes a Crisis” published in the Richmond Times-Dispatch.

• The Kentucky Post quoted Laurie DiPadova-Stocks in an article about a recently formed Northern Kentucky University umbrella organization for its community outreach programs.

• Charles Wise, professor of public affairs in the School of Public and Environmental Affairs at Indiana University, was quoted in a Government Executive magazine article discussing “5 Homeland Security Hurdles.”

ASPA in the News

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SPAE Curriculum Innovation Award Luncheon and Panel

ASPA’s Section on Public Administration Education will host the First Annual Curriculum Innovation Award Luncheon and Panel on Sunday, March 16th, at APSA’s 64th National Conference, held at the Omni Shoreham Hotel. The luncheon and its accompanying panel is open to all ASPA participants, and will begin at noon.

The recipient of the 2003 Curriculum Innovation Award is the Harry S. Truman School of Public Affairs, University of Missouri, Columbia. Barton Wechsler, Director of the School, and Guy B. Adams, Associate Director, will accept the award on behalf of the School, and will present the outcome of their efforts to redesign an expanded curriculum to meet the demands of the new public service. Professor Paul Light, author of the book The New Public Service, will join in the discussion and share his ideas on how other graduate programs in public affairs and administration can incorporate ideas from the new public service into their curriculum.

There are 70 seats available. The lunch will begin with Roasted Plum Tomato Soup with Basil, and the entrée is Spit Roasted Amish Chicken or Fire Roasted Bell Pepper (vegetarian). The desert is New York Style Cheesecake.

For more information contact Mark Daniels at mark.daniels@sru.edu or 724-738-2416.
Fisher’s Action Research and Planning Model

From FISHER, pg. 15

While NTDS was not able to accomplish all its lofty goals, the collaboration between Gardner and Fisher made everything worthwhile. A crown jewel was the Action Research and Planning experience which brought together people to work on real-life problems. What was particularly unique about the effort was the focus on discovering the problems managers were really having in their jobs. The first research site was in Grand Junction, CO, and no one who participated in that undertaking probably ever forgot it.

Fisher became Gardner’s foremost disciple, and the model rigorously tested in the Colorado days is exactly what he has employed in many countries around the world. Fisher changed the name slightly, to Action Research and Planning, but its key point remains the same; get a clear fix on the real problems being experienced, and that becomes the base for building a relevant training and development or public service enterprise.

Fisher has now developed more than 50 manuals (with significant help from David Tees, of the University of Texas at Arlington) that move through two phases and typically involve two weeks of training, though the times can easily be adjusted. The first part provides instructions in concepts, approaches and tools that can be helpful in dealing with managerial problems; the second part involves taking those understandings and tools and applying them in a field situation.

It might be argued that Fisher’s personal involvement in these training activities made the difference in their success. Today, however, these programs are occurring in so many places without his personal involvement that other explanations for success are required. One answer may be the elegance of the manuals. They are works of art. They contain key ideas taken from the literature and are framed in interesting, humorous and somewhat iconoclastic ways. They are down to earth.

Certainly a second explanation is that the Gardner method is simply very powerful. In any case, it is clear that Fred Fisher has attracted adherents all over the world who are carrying the work far beyond what one person could do. That was always the goal, of course, even back in the days of the old NTDS program in Colorado. But Colorado was a “made in the U.S.” effort. No one would have dreamed that the same format could be picked up and used in a great variety of countries, conducted in a large number of languages and led by many different people.

One of Fisher’s earliest undertakings, which carries the name Guide to Managing Change for Urban Managers and Trainers, was launched in 1983 in Zimbabwe, when he was working for the U.S. Agency for International Development. As of 2002 the Spanish version of that program has been used in 125 organizations in 25 different countries, including Cuba. UN-Habitat, which distributes the manuals, has editions translated into Russian, Spanish, Polish and Latvian. There are probably other translations which have not yet made it into the Habitat system.

How the multiplier system works is perhaps best illustrated in Slovakia, where Fisher served as chief of party for an ICMA project financed by USAID in the years 1996-98. In that relatively short period 52 training manuals, all in the Slovak language, were developed. Fisher had a hand in writing many of these manuals and was the editor of all of them.

Over 140 local trainers were developed, with 15,000 days of training provided. Importantly, the serving vehicles were the Foundation for Training in Self-Government and its 11 regional centers as well as three local government professional associations started under the guidance of Fisher and his all-Slovak team. Working outside any central government support, it reveals how the multiplier becomes institutionalized.

Another example of the multiplier is found in the work of Ana Vasilache, who is director of the Partners Romania Foundation for Local Development. An architect-planner by training, she became enthralled with Action Research and Planning. She made from doing great things in her own country, she has subsequently carried on the work in over 20 countries in central and eastern Europe and central Asia under a regional capacity building program funded primarily by the Open Society Institute, and in such disparate places as India, Madagascar and Senegal.

Sit in Fisher’s study and you realize what a network he has developed. The number of e-mails he receives is astounding. If there were any doubt about the beauties of the Internet, they would be refuted by the truly marvelous communication Fisher maintains with his protégés around the world. There is no doubt that these associations are a source of great satisfaction for a man who is now 70.

Important as the people who are Fisher’s messengers, a major impersonal force has also become a huge contributor to multiplication. It is the Internet—again. These are days when vast amounts of information can be downloaded from friendly, non-commercial sites. In that way, many people have come into contact with Fisher’s work and been able to benefit from it. The Internet constitutes a new piece of the multiplier equation.

There has to be a host providing a place for the materials to reside. That is no small undertaking, as there are costs to providing space on a server and maintaining the site itself. Nonetheless Fisher’s materials are currently available through the web. Happily, that problem may be resolved in the months ahead because Fisher hopes to create his own site—at his own expense.

UN-Habitat, however, has performed a major service by including many of Fisher’s publications in its web offerings at http://www.unhabitat.org/publication/cbb.html. Tomasz Sudra, of UN-Habitat, has worked with Fisher over most of the last 20 years in making his organization an important collaborator in these training enterprises.

A good example of the way in which the Internet has contributed to the proliferation of knowledge about local self-government and its problems is the Training for Elected Leaders series. It is an undertaking that UN-Habitat had a hand in initiating and that has probably been the most widely disseminated of Fisher’s many publications. It is available from UN-Habitat in 17 different languages, ranging from Russian to Swahili to Hindi. Fisher recalls an interesting experience in the development of these books, in which each of the 13 units is developed around a particular role of the elected official. A role Fisher strongly felt should be included is that of power-broker. Habitat officials resisted its inclusion, undoubtedly because of the sensitivities it suggested. When Fisher field-tested the series in Uganda, the elected officials in that country were adamant that the power-broker role be included. It was. So much for local sensitivities.

The literature of comparative administration is replete with warnings that American ideas are not transferable to other cultures. How, then, to explain Fred Fisher? One reason may be that we humans are much more similar than most of us think. Another possibility is that Fred Fisher is simply a unique creature. He had the guts to make the effort, to endure the financial sacrifices involved and to live in some unattractive places. Fisher’s own comment on the undertaking perhaps best reveals the hurdles he had to negotiate: “I realize that I took enormous risks. Who else would attempt to conduct a three-week, intensive, action research-designed learning event in a foreign country with nearly 30 people from a collection of countries where most had never heard of experiential learning, and to do it virtually alone? No other so-called westerners to hold my hand and to help me figure out what the hell was going on among people speaking half a dozen languages.”

Frank P. Sherwood was ASPA president in 1973-1974. E-mail: bancoli2@aol.com

ASPA members are experts in many fields.

ASPA members are often quoted in news pieces as experts in their fields. If you or an ASPA member you know have been quoted, send the clipping to Jess Price, 1120 G?St. NW, Washington, DC?20005, or fax it to 202-638-
USC Public Administration Society Holds Panel Discussion on Budget Cuts

In February, the University of Southern California Public Administration Society (USC PAS) convened the first panel discussion in its history, titled “California Budget Cuts: Managing Local Government in Times of Uncertainty.” The event featured four prominent USC Alumni, all of whom hold high-level management positions in various cities throughout Southern California.

Moderated by Bill Workman, assistant city administrator of Huntington Beach, CA, the panel discussion focused primarily on how the State of California’s massive budget deficit has created lean times for most cities throughout the Golden State. Also joining Workman on the panel were USC alumni Jerry Caton, city manager, Downey, CA; Ken Farfsing, city manager, Signal Hill, CA; and Jim Lewis, assistant city manager, Claremont, CA.

During the hour-long discussion, the panel identified the California budget deficit as the most important issue in local government. Governor Gray Davis’ cuts to programs across the board have forced the layoff of some city employees in Claremont, according to Lewis. “All of our community development and re-development projects are either cancelled or on hold because of the policy decisions the governor and his advisors are making,” said Lewis. “I have been in Sacramento on a regular basis lobbying legislators and the governor to throw out some sort of lifeline to California cities, but things continue to worsen.”

Panelists mentioned California Proposition 13 as another thorn that continues to hinder their ability to generate sufficient revenues from property taxes to pay for essential public services such as police and fire departments. “Our auto-mall generates more tax revenue for the City than does the sum of all residential property taxes,” quipped Lewis.

The event concluded with a reception at which USC PAS students and their panel of distinguished alumni networked over dessert pastries and beverages, provided by USC PAS officers.

USC PAS is the second “university-based affiliate” of the American Society for Public Administration, joining the University of Pittsburgh and the newest affiliate, New York University. "The strength of ASPA’s university-based affiliate at USC is our diverse membership," explains USC PAS President Kelly Fitzgerald. "We invite all of the Trojan Family’s ASPA members to join our organization, which in turn creates an environment where undergraduate, masters and doctoral students convene with faculty and alumni to create a strong public administration network that is rooted in academia and professionalism.”

USC PAS is currently working on its spring membership drive. The organization will be represented at the ASPA National Conference in March and plans to convene at least one additional event during the spring semester.

ASP A member Clint Whited is a USC PAS officer and USC Alumnus. Additionally, he serves as the contract and labor compliance specialist for the Los Angeles County Community Development Commission in the Community Development Block Grant Division. E-mail: whited@lacdc.org

Looking for a public service job anywhere in the U.S.?

Find links to government and academic job openings in all 50 states.

www.aspanet.org

Did you know you can read the PA TIMES online?

Visit: www.aspanet.org/patimes/
Kenny Easley Speaks to Hampton Roads Chapter

Leslie Beauregard

The Hampton Roads Chapter of ASPA held a general membership luncheon meeting in January. The attendees were addressed by Kenny Easley, former NFL football player for the Seattle Seahawks. While not the traditional speaker for a group of public administrators, Easley surely has something to contribute to our field by being a true hero in his community.

Many know Easley from his days as a professional football player. However, in addition to being an accomplished athlete, he is a successful businessman and entrepreneur. He co-founded the Norfolk Nighthawks, Hampton Roads’ arena football team. He is also committed to the community, having founded the Ken Easley Celebrity Golf Weekend, which benefits the National Kidney Foundation, United Way, March of Dimes and the Make-A-Wish Foundation.

At the luncheon, Easley spoke passionately about the diverse needs of today’s youth, and about how public administrators can work toward addressing those needs. In addition, he described key persons and events that have influenced his life and career, and shared thoughts with the group on mentorship and leadership. Easley’s wit, humor and numerous football stories were a real treat for the entire group. In addition, Easley’s message that we should all be leaders for the sake of young people was inspirational and offered a refreshing look at how we, as public servants, can do make a difference at our jobs and within our communities. The Hampton Roads Chapter of ASPA is sure to feature more speakers like Easley who can offer us another view of what it means to be a public administrator.

ASPA member Leslie Beauregard is president of the Hampton Roads Chapter of ASPA, and is employed by the City of Hampton in the Office of Budget and Management Analysis as a senior management and legislative analyst. E-mail: lbeauregard@hampton.gov

Now Available from ASPA Members:

Glass Houses: Congressional Ethics and the Politics of Venom by Martin Tolchin and Susan Tolchin, published by Westview Press. This book analyzes the politicization of the ethics process, revealing in wicked and telling detail the forces that drive the modern lawmaker into a maelstrom of fierce corruption battles.

The New Public Service: Serving not Steering by Janet and Bob Denhardt, published by M.E. Sharpe. This book provides a framework for the many voices calling for the reaffirmation of democratic values, citizenship and service in the public interest. It is organized around a set of seven core principles: Serve citizens, not customers; Seek the public interest; Value citizenship and public service above entrepreneurship; Think strategically, act democratically; Recognize that accountability isn’t simple; Serve, rather than steer; Value people, not productivity.

Now Available from Other Sources:

Beyond the Weapons of our Fathers by Ed Wood, published by Fulcrum Publishing. This book asks pointed questions about enemies, weapons and war, examining the relationship between our propensity to make enemies and our ever-more-destructive weapons.

Public Information Technology: Policy and Management Issues, edited by David Garson, published by Idea Group Press. This anthology constitutes a survey of many of the most important dimensions of managing information technology in the public sector.

International Partnerships and Activities

Visit the ASPA web site at www.aspanet.org
Membership Application

What ASPA Offers to You

Stay Current in Field, 
Pride in Public Service, 
Network in Public Service, 
Volunteer.

• Solutions for Public Managers – Solutions for Public Managers in ASPA's online resource center for government professionals. View case studies and webinars about a wide range of topics, or learn how to utilize a comprehensive guide designed to help you better understand public management.

• Networking Opportunities – Participation in Professional Network for Public Managers offers unique opportunities to meet and network with other professionals who share your interests. Engage in professional development opportunities, attend conferences, and connect with colleagues from across the country.

• ASPA's Shared Knowledge – ASPA's Shared Knowledge Library provides access to a wealth of resources, including articles, reports, and books, to help you stay up-to-date on the latest trends and issues in the public service field.

Optional Fees

APSA Membership:
• The American Society for Public Administration (APSA) offers a variety of membership options, including individual and special membership levels. Each level offers different benefits and services, so choose the one that best fits your needs.

Individual Contributions:
• Individuals can contribute to APSA's mission through individual contributions. These contributions support APSA's programs, initiatives, and activities, and help ensure the continued success of the organization.

Postal Options:
• Members can choose from a range of postal options, including regular mail, expedited mail, and electronic delivery. These options allow members to stay informed about the latest news and developments in the field of public administration, and to access valuable resources and tools.

Addition of Chapter Fees:
• Members interested in joining a chapter can choose to add a chapter fee to their membership. This allows members to participate in chapter events and activities, and to connect with other members in their area.

Select a Chapter

Please add the total base fees and optional fees to arrive at your grand total fee.

Grand Total Fees

Payment Information

Due date may vary. Mail completed application along with payment to: ASPA, c/o Runestone Publishing, Department 42, 2134 River Rd, Suite 420, Wheeling, IL 60090.

• Checks must be payable in U.S. dollars in the office by mail or online at the ASPA website.

• Visa, MasterCard, and American Express are accepted.

• Signature

Code of Ethics

I have read and understand the principles enunciated in the ASPA Code of Ethics (found at www.aspanet.org)
IMPLICATIONS OF THE
HOMELAND SECURITY LEGISLATION
ON THE FIELD OF PUBLIC HRM

THE BROOKINGS INSTITUTION | WASHINGTON, DC

FRIDAY, MARCH 14, 2003
>> immediately preceding aspa’s 64th national conference

Registration is FREE for all attendees. However, registration IS required to attend the conference. Registration forms can be found on the official conference web site at http://www.spalr.org/Brookings/brookings.htm.

Please respond to Jason Fleury (fleury@cviol.uga.edu) no later than March 1, 2003 if you are planning on attending.

Preliminary Program Agenda

1:00 – 3:00 Opening Plenary Panel
Towards “Flexible & Contemporary” Personnel Systems: Real Revolution or Reform at the Margins
Convenor: Dahlia Bradshaw Lynn, University of Southern Maine
Panelists: Mary Ellen Guy, Florida State University
Don Klingner, University of Colorado – Colorado Springs
Steve Nelson, U.S. Merit Systems Protection Board
John Palguta, Partnership for Public Service

3:00 – 3:30 Break

3:30 – 5:00 Concurrent Sessions
A. Workforce Diversity & Employee Partnership: Implications of the New Homeland Security Department
Convenor: Kathy Naff, San Francisco State University
Panelists: Meredith Newman, Washington State University
Jeff Sumberg, U.S. Office of Personnel Management
TBD

B. Perspectives of HR Practitioners Inside & Outside the Beltway
Convenor: Bob Lavigna, CPS Human Resources Services
Panelists: TBD; will include reps from: U.S. Forest Service – Fire & Aviation Management; Human Resources Division District of Columbia City Government; Prince Georges County, Maryland; State of New Jersey

5:00 – 5:30 Closing Remarks
5:30 – 6:30 Reception

For more information, please contact Jason Fleury at fleury@cviol.uga.edu or (706) 542-5066. Conference updates will also be posted to the official SPALR web site at http://www.spalr.org.
The PA Times requests that articles be between 800-1200 words and written in reporter's format (most important information first, etc.) for ease of cutting or adding text if necessary. Deadlines for each of the 12 issues are listed below. Recruitment advertising questions may be directed to Jessica Price, communications associate, jprice@aspanet.org. Press releases, announcements, article inquiries and display advertising questions may be directed to:

Christine Jewett McCrphin, Communications Director
Phone: 202-585-4313 • Fax: 202-638-4952 • cjewett@aspanet.org

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The School of Public Affairs of Arizona State University invites applications for a tenure track assistant professor position. Candidates must be able to teach in one or more of the following areas in order of importance: public management with an emphasis on organizational behavior or theory, urban affairs, public administration theory and inquiry, or comparative administration. Conduct research in area of specialization; and engage in academic, professional and public service.

QUALIFICATIONS
A Doctoral degree in public administration or related field by the time of appointment is required. Demonstrated ability to work with public administration practitioners and secure external funding for research; evidence of potential for excellence in teaching, research and public service to the community and University are desired.

TO APPLY
Please send letter of application, vita, writing sample, and names/phone numbers of 3 references to:

Brent Brown
Chair of Search Committee
School of Public Affairs/ASU
PO Box 870603
Tempe, AZ 85287-0603.

The application deadline is November 15th if not filled the 15th of each month thereafter until the search is completed.

ABOUT THE SCHOOL OF PUBLIC AFFAIRS
The School of Public Affairs is an academic unit within the College of Public Programs at Arizona State University with a tenure track faculty. The School offers a Bachelor of Interdisciplinary Studies Concentration, an Undergraduate Certificate in Public Administration and Public Management, a NASPA accredited and nationally ranked Master of Public Administration (MPA) degree, and an interdisciplinary Ph.D. The School includes the Morrison Institute of Public Policy and the Advanced Public Executive Program.

Assistant Professor, Chair of Public Administration Department
University of Illinois at Springfield

The University of Illinois at Springfield invites applications for a faculty position with rank of Associate Professor to serve as Chair of the Public Administration Department, with the possibility of a joint appointment in a university research center. The Department of Public Administration offers a DPA and MPA program and is housed in the College of Public Affairs and Administration.

Qualifications include an earned doctorate in public administration, political science, or a related field, with strong teaching and research interests in one or more of the disciplines or sub-disciplines of public administration or public policy analysis. A specialization in public management or a related area is desired; however, other specializations also will be considered. Applicants must have a strong record of excellence in teaching, scholarship, and public service and an established research agenda, sufficient to qualify for tenure and the rank of associate professor. Applicants also should have experience and interest in the administration of graduate programs in public administration or a related field. Salaries are competitive, depending on qualifications.

Located in the state capital, the University of Illinois at Springfield is the third campus of the University of Illinois. The UIS campus serves over 4,000 students in 19 graduate and 20 undergraduate programs. The academic curriculum of the campus emphasizes a strong liberal arts core, an array of professional programs, opportunities in experiential education, and a broad engagement in public affairs issues of the day. The campus offers many small classes, substantial student-faculty interaction, and a technology enhanced learning environment. Its diverse student body includes traditional, non-traditional, and international students. Its faculty are committed teachers, active scholars, and professionals in service to society.

Screening of applications will begin April 1, 2003 and will continue until the position is filled. Inquiries may be directed to the search committee chair, Dr. Beverly Bunch, by e-mail at bunch.Beverly@uis.edu or by phone at 217-206-6080. Please send letter of application, curriculum vitae, names, addresses and telephone numbers of three references, and any other pertinent information to:

Public Administration Search Committee
c/o Marsha Branson, PSC-422
University of Illinois at Springfield
One University Plaza
Springfield, Illinois 62704-5407

E-mail: branson.marsha@uis.edu

UIS is an affirmative action/equal employment opportunity employer. Women, minorities, and persons with disabilities are strongly encouraged to apply.

Assistant Or Associate Professor In Public Service
University of Pittsburgh

The Graduate School of Public and International Affairs is offering a new undergraduate degree in Public Service, focusing on public and nonprofit service and on civic engagement and volunteerism. Central to the degree will be an internship in which students will get hands-on experience addressing a public problem in a governmental, non-profit, private, or volunteer organization. We are looking for an imaginative and creative teacher/administrator who will help develop and manage the Public Service degree. The position is a full-time, non-tenure track, renewable contract position at the Assistant or Associate Professor rank. The successful applicant will teach five courses over three terms as well as playing a leadership role in the new degree. This position is available to candidates with a Ph.D. in Public Administration, Public Affairs, Management, or another related field by the date of appointment; evidence of effective teaching at the university level; some public service work experience; an interest in program development and supervision of the public service internship/seminar program.

Qualified applicants should submit a letter of application, a current curriculum vitae, official graduate and undergraduate transcripts, and four current letters of reference to: Dr. Lee S. Weinberg, Chair, Public Service Search Committee, 3007 Posvar Hall, Graduate School of Public and International Affairs, Office of the Dean University of Pittsburgh, Pittsburgh, PA 15260. Telephone: (412) 684-7600. Fax: (412) 684-2605. Applications will be reviewed as received and the search process will continue until May 1, 2003 or until the position is filled.

Assistant Professor
The Askew School, Florida State University

The Askew School of Public Administration and Policy of the Florida State University, offering an MPA program, established in 1946 and NASPA accredited, and a Ph.D. Program, has a tenure track opening at the assistant professor level. Starting date could be August 2003 or January 2004. We solicit applications from candidates with teaching and research interests in public administration and policy. Our graduate specializations (some offered cooperatively with other units) include: Local Government, Leadership and Strategic Management, HRM, Financial Management, Public Information Management, Policy Analysis and Evaluation, Environmental and Emergency Management, Health Services Administration and Policy, and Institutions and Organizations. While training in nonprofit management is not required, a willingness to work with our Center for Civic and Nonprofit Leadership would be a plus.

Located in Florida’s capital city, the Askew School offers extensive opportunities for research and networking. Faculty members are actively publishing scholars who enjoy working with junior colleagues. Several have won teaching awards, two are currently fellows of NAPA, and practitioner experience is valued. The school (http://askew.fsu.edu) is committed to sound scholarship and the foundational values of citizenship and public service. Standard teaching assignment is 2+2 and salary is competitive. Applications especially are invited from minority candidates. The Florida State University is an Affirmative Action/Equal Opportunity Employer.

Submit C.V. and three letters of reference to Dr. James Bowman, Chair, Search Committee, Askew School of Public Administration and Policy, Florida State University, Tallahassee, FL 32306-2250. Applications should be submitted by April 20 when the first review of applicants will begin, continuing thereafter until the position is filled.

Director, KU Public Management Center
University of Kansas Continuing Education

The University of Kansas Continuing Education invites applications for the position of Director, KU Public Management Center located in Topeka, KS. The Center provides education and training to governmental organizations. Established in 1974, the Center maintains a strong partnership with the KU Edwin O. Stene Graduate Program in public administration, a program consistently ranked among the top public administration graduate programs in the US. Through this partnership, a master’s of Public Administration is accessible to state employees. Professional education programs include the Kansas Certified Public Manager Program, Public Health Certification Program, supervisory and management training. The Center offers contracted in-house short courses and seminars throughout the region. Required Qualifications: Masters degree in public administration, political science, or related area from an accredited institution; Ability to teach graduate courses in public administration; Proven ability to work with officials in state and local government, business and industry, and the university; Demonstrated leadership experience; Demonstrated success working in an entrepreneurial environment and in developing new projects; Documented success in budget management and in meeting short and long-range financial targets; Strong evidence of contract development with governmental agencies and other nonprofit organizations; Demonstrated success in building partnerships; Ability to communicate with excellent verbal and written skills; Experience in market and customer development; Experience teaching adults in continuing education and the training environment; Demonstrated success in setting organizational direction, managing staff, and implementing measurable goals; Demonstrated history of self-direction and high performance. Copy of complete position announcement, including preferred qualifications, is available by calling 785/864-7882 or at our website www.kuce.org. Review of applications begins March 31, 2003. Submit letter of application, curriculum vita and the names of three professional references to: Cindy Tucker, KU Continuing Education, 1515 St. Andrews Dr., Lawrence, KS 66047.

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Phone: 202-585-4314 Fax: 202-638-4952

University Positions

Director of the Center for Governmental Studies
Division of University Outreach, Northern Illinois University

Northern Illinois University invites applications and nominations for a person to serve as director of the Center for Governmental Studies (CGS), a dynamic organization for public service, applied research, and public policy development.

CGS develops and delivers highly-regarded programs, research, and technical assistance to governments, community agencies, and businesses across the northern Illinois region, including the greater metropolitan Chicago area, but also serves state, national, and international clientele. CGS maintains areas of excellence in community, economic, and workforce development, with developing areas of practice in education and health care policy. Activities are financed by state-appropriated funds and grant and contract awards.

The Director provides vision, leadership, and initiative in strategic planning, administrative oversight, and resource development to enhance CGS as a pre-eminent research and public policy leader. The Director also provides leadership in the new University Outreach Programs and Services area, which includes a variety of smaller programs and projects in addition to CGS, and offers a home for research spin-offs and other entrepreneurial initiatives that meet educational, economic, social, and cultural needs of our communities.

Required qualifications include the following: demonstrated effectiveness in leadership; experience with action-oriented policy research; record of securing externally funded awards for research and assistance; experience in research administration, financial development, fiscal management, and personnel management; record of research and publications or appropriate experience in a field of public policy or management relevant to the organization’s vision and mission; experience with engagement with external communities of interest; demonstrable effectiveness in interpersonal relations and communication; the ability to work on project teams both in a lead and support role. An earned Doctorate in a social science or public policy field is strongly preferred.

To apply, send a letter of application, addressing relevant experience, expertise, and vision; professional resume with list of publications or curriculum vitae; and the names, addresses, and telephone numbers of three professional references to: Search Committee, Center for Governmental Studies, Northern Illinois University, DeKalb, IL 60115. Applications may be emailed as a file attachment to directorsearch@niu.edu; faxed applications cannot be guaranteed confidentiality. Preference will be given to complete applications received by March 31, 2003; however, applications will be accepted until the position is filled. References will not be contacted without prior notification to applicant. AA/EO Institution.

Assistant Professor
Clark Atlanta University

The Public Administration Department at Clark Atlanta University invites applications for a full-time tenure track faculty position in the Master of Public Administration (MPA) Program at the Assistant Professor level. The 9-month appointment will begin August 2003. Qualifications for the position include an earned doctorate in Public Administration, Political Science, or a closely related field and demonstrated teaching and research skills. Candidates will be expected to teach courses in the general core curriculum and a specialization in human resources management. Those who have proven ability to teach research methods and quantitative applications will have preference. Our MPA program was established in 1975 and is accredited by NASPAA. We offer concentrations in Public Policy, Urban Administration, Human Resources Management, Community and Economic Development, and International Administration and Development Management. Located close to the downtown area, Clark Atlanta University is a private, comprehensive, historically Black university. Applicants should send a letter of interest, all official transcripts, two letters of recommendation, and a detailed curriculum vita to:

Dr. Ron Finnell
Public Administration Department
Clark Atlanta University
223 James P. Browley Drive SW
Atlanta, GA 30314

Clark Atlanta University is an equal employment opportunity employer.

Government Positions

County Manager
Guilford County, North Carolina

Position Title: County Manager of Guilford County, North Carolina
Position: 05690
Annual Salary: Negotiable
Closing Date: March 31, 2003

County Manager is responsible to 11-member Board of Commissioners and serves as chief administrator for 25 departments (2,777 employees). County jurisdiction includes 2 major cities (Greensboro and High Point), 8 additional incorporated towns, and rural areas.

Minimum Qualifications: Bachelor’s degree in Public Administration, Political Science, or other relevant field, plus five years’ experience as city/county manager or deputy or equivalent combination of education and/or other relevant experience.

Duties: The County Manager is responsible for the management of the third largest County in North Carolina, including a $400 million annual budget. Directs and supervises the administration of all county offices and departments under the general control of the Board of Commissioners.

Send application, resume, salary history, and letter of interest marked “County Manager’s Search”, c/o Chairman Melvin “Skip” Alston, Guilford County Board of Commissioners, 301 W. Market Street, P. O. Box 3427, Greensboro, NC 27401. Telephone: (336) 641-3351 EEO/AA

Has your address changed?
Clip this form and let us know.

Mail to: Address Change, c/o Membership Department, ASPA
1120 G St., NW, Ste. 700, Washington, DC 20005-3885
March 2003

15-18 64th Annual ASPA National Conference
Theme: The Power of Public Service
Location: Omni Shoreham Hotel
City: Washington, DC
Contact: ASPA at (202) 393-7878
or info@aspanet.org
Web site: http://www.aspanet.org/2003conf/

25 Reporting for Change: Improving Performance Through Effective Assurance
Location: British Telecom
81 Newgate Street
City: London, UK
Contact: +44 (0)20 7540 0400 or aneen@accountability.org.uk

April 2001

1-3 Performance Measurement for Government Conference
City: Washington D.C.
Contact: (312) 362-9100 or terri@aliconferences.com

9 11th Annual Dr. Jerzy Hauptmann Distinguished Guest Lecture
Featured Speaker: Patricia Ingraham, Syracuse University
Location: Park University
City: Parkville, MO
Contact: Tom Gee at (816) 421-1125 x236 or TGe@mail.park.edu

10-12 11th NISPAcee Annual Conference
Theme: Enhancing the Capacities to Govern: Challenges facing the CEE countries
City: Bucharest, Romania
E-mail: wallnerova@nispa.sk

City: Houston, TX
Contact: ncph@iupui.edu or (317) 274-2716

May 2003

2-5 PSRW on the National Mall
Location: National Mall, Washington, DC
Celebration of the innovation and quality of work performed by public employees.
Web site: www.theroundtable.org/mallevent.html

9 11th Annual Dr. Jerzy Hauptmann Distinguished Guest Lecture
Featured Speaker: Patricia Ingraham, Syracuse University
Location: Park University
City: Parkville, MO
Contact: Tom Gee at (816) 421-1125 x236 or TGe@mail.park.edu

5-11 Public Service Recognition Week

14-15 2003 Government Technology Performance Measurement Summit
City: Ottawa, Ontario, Canada
Contact: (703) 894-0481
Web site: www.performanceweb.org

18-21 The National Conference on Digital Government Research
City: Boston, MA
Contact: dg.o2003@dgrc.com
Web site: www.dgrc.org/dgo2003/

19-22 The Sixth Annual Performance Conference
Location: Ronald Reagan Building & International Trade Center
City: Washington, DC
Web site: www.get-to-green.org

For more up-to-date information check out the calendar of events on the ASPA web site at:
www.aspanet.org