

**PA TIMES**

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SUCCESSION PLANNING**

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*In the coming years, local governments in Colorado and across the nation will come to the realization that many of their senior-level department heads and other executives will be retiring soon and little to no planning has been done to develop new leadership to fill their shoes.—Keith Reester, Mike Braaten*

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*Concerns over an aging workforce, dread at the loss of critical institutional knowledge, or the need to prepare the next generation of leaders. Any of these challenges (and there certainly may be others) can be reason enough to pursue a succession planning program.—James P. Flynn*

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*High turnover and difficult-to-fill positions are nothing new to public sector managers. Also, today's busy manager barely has enough time to deal with the crisis of the day or current vacant position, let alone taking time to work on planning for predicted vacancies.—Marie Isaacson*

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*By the time this PAT issue arrives, the official celebration of public service recognition will have concluded at the end of the first week in May. But let's make that a beginning rather than an ending. Let's celebrate the great possibilities going forward as well as the accomplishments already realized.—Wendy A. Haynes*

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*I have been on the City Council for a couple months now and am starting to realize just how much I do not understand about political dynamics. Here I am, a long time political junkie, and I am discovering that like so much else in this world, you don't really understand it until you experience it.*

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*For more information on how to be published in PA TIMES, please contact Christine Jewett McCrehin at cjewett@aspanet.org.*

# PA TIMES

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On a quest for knowledge and with palpable energy, public managers, scholars and students of public administration from across the nation and around the world descended upon the city of Denver from March 31 to April 4, 2006, for the 67th National Conference of the American Society for Public Administration (ASPA).

To the left, Gail Christopher, vice president of the Joint Center for Political and Economic Studies Office of Health, Women and Families, delivers the Opening Plenary speech.

For more coverage of ASPA's National Conference see pgs. 15, 18-19.

## Park University Hosts Municipal Election Website

**Candidates for Mayor, Municipal Judge and Alderman Submit Information and Use Site in Campaigning**

*Erik Bergrud*

In January, J.C. (Charlie) Poole, a Parkville, MO, mayoral candidate, contacted the office of the president at Park University to inquire as to whether the institution could provide assistance in hosting his campaign website.

He was referred to me, and I explained that the University as a non-profit, non-partisan institution could not provide direct assistance to any candidate. I did, however, volunteer to create a website open to all Parkville candidates in the races for mayor, municipal judge and four alderman seats.

Poole accepted my proposal, and I reached out to all the candidates with the assistance of the city staff. I provided a page for each candidate to include a statement and a picture. The website also included a section entitled "Election Information for Voters" with links to: listings of polling sites and voter registration sites, absentee voting procedures and other election information.

Seven of the 10 candidates submitted information for the website. Two of the three who did not submit any information were running unopposed.

The site was promoted by the City of Parkville, which added a prominent link from the front page of its site. Several local newspapers published articles about the site, including the *Kansas City Star*.

A *Star* reporter asked me why the University decided to provide this service. I responded that Park University believes in promoting democracy and community involvement. I agreed to take on the project on the University's behalf, because I knew I could do it myself. I did not prescribe a format for the candidate statements based on the assumption that the candidates were smart enough to send me the exact message they wished to convey. This saved me a significant amount of time, as I was able to

See ELECTION WEBSITE, pg. 2

## Seoul, New York Top Rankings in E-Governance

*Newark, NJ*—An index of municipal websites worldwide found that Seoul, Korea remains as the top-ranked city in e-governance performance. The research was conducted jointly by the E-governance Institute of Rutgers University-Newark and the Global e-Policy e-Government Institute of the Graduate School of Governance, Sungkyunkwan University, Korea.

Each website was assessed by two independent evaluators during the Fall of 2005. Based on the evaluation of 100 cities, the top 10 cities are as follows;

**Top 10 Cities in Digital Governance Worldwide—2005**

1. Seoul, 81.70
2. New York, 72.71
3. Shanghai, 63.93
4. Hong Kong, 61.51
5. Sydney, 60.82
6. Singapore, 60.22
7. Tokyo, 59.24

See E-GOVERNANCE RANKINGS, pg. 2

# Park University Promotes Civic Engagement with Website

From **ELECTION WEBSITE**, pg. 1

copy and paste their statements directly from their e-mail messages onto new web pages. I did edit minor grammatical and spelling errors but kept intact the content of the statements.

On April 4, Parkville residents cast their votes in the municipal election. Poole lost the mayoral election to incumbent Kathy Dusenbery, who garnered 76 percent of the votes. Two days after the election, I asked Poole to reflect on whether it was worthwhile to create the election website.

"It was very worthwhile," said Poole, "and [most] of the candidates that were being challenged for office used the website. Personally I think it is the best thing that has happened to the Parkville

campaign process in many years. I received many comments from people that picked up on it from my campaign literature and yard signs. Most were told how the website came about and how generous Park University was to do this for all of the candidates. The additional information concerning absentee ballots and other important voter information was very informative."

"The website had a positive effect on my campaign. I didn't get the most votes but I won in several other ways. I think everyone should be challenged. Voters should have more than one choice. The website gave voters an opportunity to review all the candidates and at one website if they wanted to."

Poole hopes that all future Parkville elections will have the opportunity to

benefit from this type of website and that other universities in other cities will follow Park University's lead.

Poole's wife, Betty, summed up her thoughts by saying, "Politics has become almost impossible for the average person who desires to participate to do so. This [website] is a huge thing in making it not so hard!"

You can access the City of Parkville, MO, 2006 Election Information website at [www.park.edu/icce/parkville2006.aspx](http://www.park.edu/icce/parkville2006.aspx).

*ASPA member Erik Bergrud is director of the international center for civic engagement and special assistant to the president for university projects on civic engagement at Park University in Parkville, MO. E-mail: [erik.bergrud@park.edu](mailto:erik.bergrud@park.edu)*



# Rutgers-SKKU E-Governance Performance Index Ranks Municipalities

From **E-GOVERNANCE RANKINGS**, pg. 1

8. Zurich, 55.99
9. Toronto, 55.10
10. Riga, 53.95

Marc Holzer, director of the E-Governance Institute at Rutgers-Newark, called the E-Governance Performance Index, "a set of benchmarks that spotlight high levels of performance throughout the world, and high expectations for improved web-based municipal service delivery in the near future, in all countries."

The Rutgers-SKKU E-Governance Performance Index continues a survey first completed in 2003. The 2005 survey examined 100 municipalities throughout the world, selecting the largest city in each of 98 countries with the highest percentages of Internet users.

Also included in the evaluation were the municipalities of Hong Kong and Macao. 'The Rutgers-SKKU E-Governance Performance Index' utilizes 98 measures over five core areas:

- Security and Privacy,
- Usability,
- Content,
- Services, and
- Citizen Participation.

An overall score for each municipality (on a 100-point scale) was derived by giving equal weight to each of the five categories.

There were only slight changes in the top five cities when compared to the 2003 study. Seoul remained the highest ranked city, but the gap between the first and second ranked municipalities has closed slightly. Based on the 2005 research, there remains a wide divide in digital governance throughout the world.

Among the five categories, Seoul ranks top in four categories: Security & Privacy, Content, Service, and Citizen Participation. New York ranks at the top in the category of Usability.

The average score for digital governance in municipalities of OECD member countries has increased to 44.35, well above the overall average for all municipalities of 33.11. The average score for

municipalities in non-OECD member countries is only 26.50.

Seang-Tae Kim, president of the Global e-Policy e-Government Institute said, "The evaluation based on 'the Rutgers-SKKU E-Governance Performance Index' would be very meaningful because it has been a continuing collaborative effort between western and eastern view points of view on E-Governance research. I believe it will guide the desirable future directions of E-Governance strategies for municipalities worldwide. According to the analysis, compared with the results of 2003, in 2005 the digital divide globally has widened between OECD countries and non-OECD countries, as well as between the upper 20 countries and the lower 20 countries. This contrast emphasizes that it would be very important to increase the role of the UN and other international organizations for overcoming the digital divide in order to fulfill the global common welfare."

The survey was co-sponsored by the UN Division for Public Administration and Development Management and the

American Society for Public Administration (ASPA).

Scores and ranking of all 100 cities are available online at <http://www.andromeda.rutgers.edu/~egovinst/> & <http://www.gepegi.org>.

*For more information, contact Marc Holzer ([mholzer@pipeline.com](mailto:mholzer@pipeline.com)) and Seang-Tae Kim ([kimst@skku.edu](mailto:kimst@skku.edu)), or the study's Research Director Tony Carrizales ([tonyjoe@pegasus.rutgers.edu](mailto:tonyjoe@pegasus.rutgers.edu)).*

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**Volume 29, Number 5  
May 2006**

**PA TIMES** is a tabloid newspaper published 12 times a year by the American Society for Public Administration (ASPA), a not-for-profit corporation. Advertising and subscription information appear in the box to the right.

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1301 Pennsylvania Ave., Ste. 840  
Washington DC 20004  
(703) 209-0560 (phone)  
(703) 991-4916 (fax)  
[patimes@aspanet.org](mailto:patimes@aspanet.org) (e-mail)

On the Internet:  
<http://www.aspanet.org>

**Editor-in-Chief:** Antoinette Samuel, ASPA Executive Director

**Editor:** Christine Jewett McCrehin

**Editorial Board:** Russell Williams, chair; Jonathan Justice, Mary Kweit, Arthuretta Martin, Sandra Reinke, Gloria Simo, Robert W. Smith, William E. Solomon.

**Subscriptions:** PA TIMES is published monthly, 12 issues per year. Domestic subscriptions are available at \$50 per year first class delivery. Foreign subscriptions are \$75 per year international air delivery. (Subscriptions must be prepaid, U.S. dollars). Contact Matt Rankin at [mrankin@aspanet.org](mailto:mrankin@aspanet.org).

**Single Copies:** of PA TIMES are available for \$1.50 each (1-10) and 75¢ each (over 10). Contact Duanne Crawley at [dcrawley@aspanet.org](mailto:dcrawley@aspanet.org).

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## Dealing with Succession Planning

**SPECIAL SECTION**

# Succession Planning NOW, Say Colorado Municipal Executives

### More Resources on Succession Planning

- **Workforce Management:** an online and print magazine on human-resource management. A searchable database of articles are available free of charge with registration on the site. [www.workforce.com](http://www.workforce.com)
- **CPS Human Resources Services** study and case studies on succession planning for government: <http://www.cps.ca.gov/> then click on link to download a free copy of the "leadership pipeline research study."
- **"Building the Leadership Core"** a program presented at the American Public Works Association International Congress, developed by Keith Reester, City of Loveland, and available at [www.coloradopwa.org](http://www.coloradopwa.org) or [www.cityofloveland.org](http://www.cityofloveland.org).

Keith Reester, Mike Braaten

In the coming years, local governments in Colorado and across the nation will come to the realization that many of their senior-level department heads and other executives will be retiring soon and little to no planning has been done to develop new leadership to fill their shoes.

The retirement of the baby-boom generation, those born approximately 1946 to 1964, likely will leave the government sector scrambling to fill leadership positions with knowledgeable, talented people, unless those currently in leadership have prepared for the exodus through succession planning.

#### Demographics to Consider

More than 40 percent of the existing national labor force is comprised of individuals generally classified as members of the "boomer" generation. Most in this generation are expected to begin retiring by the end of the decade.

As the boomers retire, the number of available workers between the ages of 35 and 44 with the experience and skills to fill the expected vacancies will decrease by 10 percent. In government specifically, more than 46 percent of the existing state and local government workforce is currently 45 or older.

In Colorado, according to the state demographer, more than 30 percent of the state's population fits into the baby-boomer group and, in 2000, Colorado as a whole ranked sixth in the nation for proportion of baby boomers. Over the next decade the number of boomers will grow about three times faster than the expected overall population growth rate of the state.

The Denver metro area is in a unique position compared to other markets nationally. According to a multimarket Scarborough Report, 40 percent of adults in the metro area fit between the ages of 40 and 59. That is the highest percentage of baby boomers of any major metropolitan area in the nation.

To many educated young professionals, Colorado is an attractive state. It has historically imported much of its talent. Given the expected reduction in the labor market upon retirement of the baby boomer generation, the state will be competing in a much different labor market than before and succession planning will help mitigate negative effects that could result.

#### What is Succession Planning?

Succession planning takes on many forms. For some jurisdictions, succession planning means an advertisement in the newspaper to fill a high-level vacancy, for others and for purposes of this article, it is a deliberate process of identifying and preparing employees for future leadership roles within the organization. This can be accomplished through a variety of methods including additional training and education, mentoring and cross-training of duties and responsibilities.

#### Why Important?

The federal government's office of personnel management states that making

succession planning a priority promotes better employee retention and satisfaction, spells out goals and recognizes personal achievements, improves preparation for leadership and enhances employees' commitment to the organization. Additionally, the municipality or organization becomes known as a great place to work and filling future vacancies with qualified people becomes easier.

#### Coping with a Changing Labor Market

Historically, local governments have moved existing "middle managers" into positions of leadership when a vacancy occurs. Unfortunately, with ever-shrinking government budgets and streamlining of duties, most of those middle-managers have been eliminated and with them have gone many likely replacements.

Another common reaction to filling vacancies is to poach seasoned employees from other jurisdictions, creating a costly vicious circle of vacancies and operating interruptions. Succession planning can help fill voids left by employees moving on or retiring talent by developing employees within an organization for future responsibilities.

#### CML Surveys Membership on Succession Planning

In a recent nonscientific survey of municipal staff and elected officials conducted by the Colorado Municipal League (CML), more than 60 public executives from across the state offered their insights on this tough topic. Overwhelmingly respondents believed this is a critical issue facing municipalities today, but most offered a glimpse into the malaise that local governments encounter in addressing the challenge.

When posed with the question of how well their organization is handling succession planning for the executive levels of leadership two-thirds (66 percent) responded poor or fair; this is especially scary when 68 percent offered that at least 25 percent or more of their executive staff is within 10 years of retirement, with nearly 30 percent over half.

In looking at the issue, most survey respondents observed that five primary factors (ranked as #1 or 2) are contributing to the problem of building a quality succession-planning program:

- Bigger priorities on the horizon every day, it's easier and more urgent to deal with today than build your team for tomorrow (70 percent)
- Lack of money to support a program (32 percent)
- Lack of knowledge of the issue among both career professionals and elected officials (33 percent)
- Organizational streamlining has created a time-constrained atmosphere where there is little time to invest in professional development (36 percent)
- Compensation and benefits for public sector executives is lagging substantially and likely successors will seek other opportunities in the nonprofit or private sector (33 percent).

So how does this equate to action in our municipal organizations? It typically doesn't. When asked to rate their organizations level of commitment through certain activities that are key components of a succession-planning program, most organizations failed.

For example, fewer than 25 percent stated that each executive has a defined personal development plan; while 85 percent responded that there was no defined succession plan in place. The concern for development of the next generation of leaders also was affected as 84 percent indicated that no assessments of current "skill packages" had been completed, and only 25 percent listed senior-level executives as being required to mentor or coach developing managers and leaders.

Now one would think that—with all those doom-and-gloom responses—municipalities are "in a world of hurt" in the next decade. In fact, more than half the survey respondents are retiring in the next 10 years, but there is hope. In looking across the responses, it is clear that several organizations are committed to succession planning and building their future leaders, this gives hope that we can learn from our peers. The survey also provided insights into what organizations like CML and others can do to aid in addressing the critical issues we all will face.

- First, we can learn from ourselves, there are organizations and professionals who can help us help ourselves, let's work to build a learning framework. Suggestions included development of a best-practices database and resource list to aid local communities in developing succession planning. Many respondents felt that their current leaders "lacked the knowledge and skills to successfully develop the next generation." As leaders we also need to begin asking the question of our peers, "Are you succession planning? Can you help me be more successful at it in our organization?"

- Education of elected officials and potential recruits to the field. Many respondents noted that joining the public sector as a high-level executive is not terribly appealing to younger sectors of the workforce. One leader noted "Councils are quick to criticize and slow to praise," while another listed "they've seen the political abuse their bosses take, it's not worth it;" these are symptoms of why talented managers and leaders seek opportunities elsewhere.

CEO-level executives in any organization understand the risks of their job security, but upsides are far fewer in the public sector, this education is necessary across many levels of executive leadership. If communities seek to attract high-level talent, with great problem-solving skills, the ability to envision a future for the community, and execute in the public and media eye, compensation and rewards will need to be commensurate with the risks.

- Commit NOW to succession planning. Just like any successful program, time

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## Dealing with Succession Planning

SPECIAL SECTION

# Designing a Practical Succession Planning Program

James P. Flynn

Concerns over an aging workforce, dread at the loss of critical institutional knowledge, or the need to prepare the next generation of leaders. Any of these challenges (and there certainly may be others) can be reason enough to pursue a succession planning program.

But before embarking on such a critical and time consuming process, you may want to consider some not-so-random-reflections gleaned from a year-long research project to formulate recommendations for a succession planning program requested by one of our state's largest departments. As project leader for a research team from the University of Delaware's Institute for Public Administration (IPA), I coordinated the staff and students that conducted dozens of interviews and reviewed hundreds of documents as part of that effort.

Over the past decade, succession planning has gained increased visibility both as an enlightened management practice meant to strengthen an organization's human capital investment and as a long-term, strategically based transformation method linked to workforce planning. Yet, the purposes, processes, and components of succession planning programs may be confusing—even counterproductive—if not considered carefully.

### Of Course We Want a Succession Plan

An old adage states "If you don't know where you're going, you'll never know when you get there". Our interviews uncovered four distinct interpretations of what succession planning should achieve:

- **Replacement Planning**—Emphasis on narrowly defined searches to fill critical positions which are, or soon would be, vacant.
- **Development Planning**—Emphasis on identifying and preparing a small group of high potential individuals to be available when/if critical vacancies occurred. The process for identifying these individuals might be secretive and the staff development strategies could involve only senior managers.
- **Talent Pool Planning**—Emphasis on considering strategic goals, customer expectations and the need for evolving critical skill sets. Often entails a broad-based program to develop and maintain a "pool" of high-potential generalists to meet anticipated needs over the long-term.
- **Knowledge Transfer Planning**—Emphasis on determining critical knowledge nodes, operational practices, cultural attributes or institutional memory that must be documented and preserved in spite of staff departures.

Obviously, differing interpretations of succession planning can lead to differing

expectations. Make sure those involved in your succession planning efforts agree on desired outcomes. Mission, values, past practice, customer/client expectations and the dynamics within your human capital system can all impact these considerations.

### Can't We Copy a Corporate Model?

Our IPA research team frequently noted major differences in the structure and operation of succession planning programs between the for-profit and not-for-profit sectors. This was particularly evident with corporate models where decisions about who would be selected, how they would be prepared, and when they would be promoted were made with a lack of transparency not common in the public sector.

Several points are worth noting, when contrasting succession planning frameworks:

- **No Bottom Line Directive**—While sensitive to citizen expectations for efficient and effective use of resources, public sector management is not pre-occupied with increasing market share or maximizing profits. However, public pressure and political expediencies certainly influence setting agency budgets, implementing operating

guidelines, or assigning workers. Such roadblocks make sustaining an effective succession planning program more challenging.

- **Different Actors Influence Decision-Making**—Multiple constituencies (e.g., citizens, elected officials, labor leaders, etc) expect—even demand—to be a party to any human resource management actions that may result in promotions, transfers or other opportunities for advancement. Corporate models, generally, are far more circumscribed and less egalitarian.
- **Different Value Sets Influence Decision-Making**—Emphasis on workplace diversity (race, gender, ethnicity, etc) or social equity are critical values which cannot be ignored when creating a public-sector succession planning model.

The realities of a workforce operationalized through a traditional merit system or collective bargaining agreement can result in human resource practices that might frustrate a for-profit succession planning program, and these constraints should not be ignored. Considering only for-profit succession planning models won't expose those differences.

See PRACTICAL PLANNING, pg. 6

## A Little Planning Goes a Long Way

From COLORADO, pg. 3

and resources are necessary for success. The current executive leadership must commit to making executive development a critical priority, and building an attitude of development for the organization not development of "entitled heirs." If you need, help call upon organizations like CML or ICMA and ask for contacts of organizations that are doing it well, in CML's experience your peers will be glad to share their knowledge so you don't have to recreate the wheel.

### How to start

Just like any task, gather some resources and do some home work. Developing a succession-planning program and changing the organizational culture and paradigm will take time. Shari Caudron in "The Looming Leadership Crisis" [www.workforce.com](http://www.workforce.com) notes some basic steps:

- Analyze organizational and leadership needs—examine major issues and leadership needs facing the organization and formulate goals and strategies to manage identified issues.
- Generate a list of competencies—what type of leadership will be needed to accomplish the identified goals and strategies.
- Assess internal talent and identify gaps—Identify the attributes and proficiencies required and desired for leaders and compare those qualities against the existing workforce.

- Provide developmental opportunities—compare skill levels and needs against the necessary and desired competencies and provide opportunities for professional development.

- Hold people responsible for professional development—don't make promises or create entitlements. Be sure people understand that they are responsible for the own professional development.

- Adopt and stick to a succession-planning policy.

Most consultants will share that the process of going from "0-60" in succession planning is at a minimum a three-year process, but it can be accomplished with commitment, knowledge, and education. There are many examples of organizations that have done this in-house, with only limited support from the outside, so it can be done.

Look for unique opportunities, can you develop a group of developing leaders across several adjoining municipalities, do you have a staff member who is especially good in this area—make them a "guru" of sorts, seek chances to cross train even in small amounts. As with most things in life, a little planning can go a long way.

Keith Reester is Loveland Public Works director. E-mail: [reestk@ci.loveland.co.us](mailto:reestk@ci.loveland.co.us)

Mike Braaten, intergovernmental affairs specialist for the Colorado Municipal League. E-mail:

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## Dealing with Succession Planning

**SPECIAL SECTION**

# Selling Succession Planning: The Role of Human Resources

Marie Isaacson

Headlines forewarning of labor shortages and the pending mass exodus of baby-boomers from the workforce are all around us. Disturbing statistics from various sources document the aging workforce, the high percentage of employees at risk of retiring and the shrinking replacement labor pool. These statistics are particularly alarming for public sector employers. So if this data is so distressing, why aren't managers storming human resources searching for the latest succession planning tools?

High turnover and difficult-to-fill positions are nothing new to public sector managers. Also, today's busy manager barely has enough time to deal with the crisis of the day or current vacant position, let alone taking time to work on planning for predicted vacancies.

After all, they have resolved similar problems in the past, what makes this situation different? The difference is that the future turnover will hit like a tornado leaving all employers with significant vacancies and few replacement candidates. Succession planning provides the tools necessary to combat this storm.

The first step in creating a succession plan is obtaining leadership support. Without this support, succession planning will fail. Building a business case for succession planning is the key. Human Resources has the data necessary to build the business case; it is not new. Gathering and reporting employee data, such as turnover, overtime costs, compensation, length of service, etc. is routine in most organizations.

However, far too often this data is gathered and summarized only to be used to support a specific request or defend a position rather than planning for the future. Providing a comparison of an organization's data against benchmark statistics and or other internal business units provides leadership a specific point of reference and brings focus to a problem—without the right staff, effective performance will not continue.

Once leadership is on board with succession planning, human resources must begin marketing its necessity to managers. The desired end-result is an organization that embraces succession planning and recognizes its value. In order for this to happen, human resources must build a user-friendly, flexible system that will work for the entire organization, a unit within the organization or even specific positions. Done correctly, managers will

become the champions of succession planning working with human resources to develop solutions. Marketing begins with personalizing the frightening headlines of today, by providing managers with enough information to determine if the graying of the American workforce is hype or reality.

In addition to preparing for this eminent twister, another selling feature of succession planning is that it assists organizations with the turnover that has nothing to do with the boomers—the unpredictable turnover. The turnover created by a sudden illness or death, an employee that follows a transferred spouse, an employee that moves to a smaller community in the best interest of her family or the employee that is offered a better opportunity. Being prepared to replace key employees that leave suddenly may be the greatest reason to secure a succession plan. So how does an organization conduct succession planning?

Succession planning is not a one-size fits all proposition. However, each organization must first understand what it entails before beginning its design. Succession planning is a method of identifying key positions in an organization, both present and future, and how organizations will fill these spots when necessary.

These positions are required to preserve and enhance institutional knowledge and ensure continued effective performance. Clearly, key positions exist everywhere in an organization; they should not be reserved for high level leadership positions. Before determining these key positions, management must look at several factors.

The first factor is that management must set its strategic direction. It must also understand that customer expectations, legislation, technology changes, the external environment and the type of work to be done will impact its effort. Shifts in customer expectations and/or technology changes could result in current functions changing or becoming obsolete. New legislation could result in current functions changing or the need for new functions.

Identifying the scope of the effort is also a key factor. The nature and scale of the

focus plays an important role in determining the effort involved. Is the organization focusing on individual key positions, classifications or a classification series? Is the scale geared to a single position, division or agency?

Another critical factor is the demand and supply analysis. Demand analysis outlines the types of people—the competencies, knowledge, skill and abilities and/or titles needed and the number of each type/title needed by function. The supply analysis views the current workforce—the employees' knowledge, skills, abilities and competencies—the current workload and candidate availability.

After comparing the current workforce skills (supply) with the future needs (demand), management must identify the gaps that will likely have the greatest impact on its ability to achieve goals. Once these factors are identified, managers, in partnership with human resources, can begin developing solutions.

Potential solutions may include knowledge transfer, recruitment, retention and staff development. Each organization, after completing an in-depth data analysis, must identify its solutions. Although one solution may be emphasized over another, all solutions must be juggled simultaneously.

For example, an employer concerned with mass retirements may place emphasis on knowledge transfer. This may include developing job aides, documenting procedures, identifying temporary replacements, and/or creating shadow positions. While this is taking place, recruitment, retention and staff development can not suffer.

Increasing participation in job fairs, college fairs, and various associations as well as increasing advertising and marketing improves recruitment success. Recruitment also involves "growing your own" using internships, special assignments, and participating in community college training ventures. Utilizing retirees as another candidate source is also fundamental. While attracting new employees, employ-

See **SELLING PLANNING**, pg. 10

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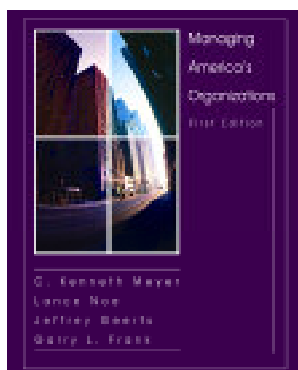
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# Size and Scope of Succession Planning is Important

From PRACTICAL PLANNING, pg. 4

## Everyone in the Pool— Who Participates?

Unlike the top-down participant selection practices found in the private sector, our IPA research team consistently found strong employee interest in being able to participate in public-sector succession planning programs. Further, to reduce the appearance of favoritism or political bias in selecting individuals to form a pool of “qualified candidates” self-nomination processes are common.

One state transportation department with a nationally recognized succession planning program utilizes a senior management team to identify critical openings anticipated over the next 18-24 months and determines the competencies that candidates need to successfully fill those vacancies. This information is publicized and eligible employees can respond accordingly. Those not interested are still eligible for other opportunities; including those not part of the succession planning program.

An agency in another state uses a slightly different model. Eligible employees are welcome to apply, but must provide letters of support from their immediate supervisor as well as another manager of equal or higher level. Recommendations from managers outside the unit demonstrate the employee’s exposure to, and reputation within, the wider organization.

These expansive participant involvement efforts can be a doubled-edged sword: more prospective future leaders under development, but also more individuals expecting the program to meet their personal career goals. Waiting lists for assessment centers and specialized training programs are not uncommon.

Regardless of the nomination method utilized, participants must agree to be involved in assessment exercises to confirm current competencies and to identify additional skills needing development. Often prior performance evaluation documents do not count, so additional appraisal processes must be launched. Interestingly, some employees not selected to participate in a succession planning program may still wind up in a peripheral role if asked to comment on a co-worker’s progress as part of a 360 degree assessment.

## Why Do Succession Planning Programs Fail?

In spite of the many positive aspects of succession planning programs, their “success rate” in both sectors is mixed. One GAO report identified these reasons:

- Lack of on-going support and interest from leadership.
- Succession planning is not seen as a priority; funding not sufficient.
- Recruitment and retention, particularly in critical management and technical areas, is perceived to be sufficient to

meet organizational needs.

- Resistance from middle managers who already feel overburdened with other “initiatives” not central to their job responsibilities.
- Employee suspicion toward unsure program goals; poor communications.
- Organization is too small to sustain a full-scale program.

Typically, the rationale for developing a succession planning program has been tied to sustaining organizational leadership, addressing the loss of critical staff from high turnover or service retirements, preparing less experienced workers, achieving greater workforce diversity, or preserving institutional knowledge and values.

A common challenge for organizations considering or initiating a succession planning program is to carefully choose the size and scope of that effort. Attempting to tackle all of the elements listed above may prove overwhelming; trying to copy a corporate model may prove naive. Succession planning implementation schemes must strike a balance between leadership commitment, strategic goals, organization needs, resource availability, participant trust, and accountability for results over the long haul.

*James P. Flynn is director of the MPA Program and teaches courses in human resource management in the School of Urban Affairs & Public Policy, University of Delaware. E-mail: jflynn@udel.edu*

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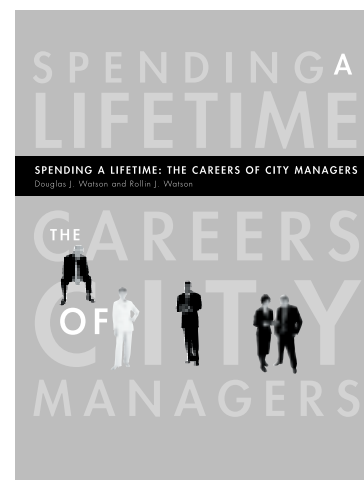
## "Red Dot" Public Sector Design Competition Sponsored by National Center for Public Productivity at Rutgers-Newark

March 23, 2006 -- The National Center for Public Productivity at Rutgers University-Newark joins *red dot Americas* as a sponsor of the first *red dot* competition for designs created by organizations and design offices located in the Americas. There are three design categories: General, Mobility and Public Sector. The National Center for Public Productivity is sponsoring the Public Sector design category, which includes such areas as: Public Communications, Architecture, Interiors and Infrastructure. Assessment criteria includes innovation, functionality, quality, and ergonomics and safe design. For further information about the design competition, please contact Clark Kellogg, Design Communications Director, *red dot Americas* at 866-846-6715 [[www.rdamericas.com](http://www.rdamericas.com)]. For more information about the National Center for Public Productivity, please access [www.ncpp.us](http://www.ncpp.us).

This illustrious international competition recently celebrated its 51st year at their Essen, Germany headquarters. Since 1955, the *red dot* has been an international symbol for the highest quality, beauty and function: for designers, it is the gold standard of recognition; for organizations, a trustworthy assurance of innovation and value. With over 5,000 annual entrants from 44 countries, the *red dot* design award is one of the largest competitions in the world, and its *red dot* is the most coveted quality mark for good design worldwide. The National Center for Public Productivity (NCPP) is a research and public service organization devoted to improving productivity in the public sector. Founded in 1972, the National Center serves as a vehicle for the study, dissemination and recognition of performance measurement initiatives in government. In addition, the National Center specializes in research and teaching in the engagement of citizens.

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**The Authors.** Douglas J. Watson is professor and director of graduate programs in public affairs at the University of Texas at Dallas and was manager of the City of Auburn, Alabama, from 1982–2003. Rollin J. Watson has held a number of teaching and administrative posts in higher education and served as president of two colleges.

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# NLC's New Study Redefines American Cities

Washington, DC—In order to address the growing complexity and diverse conditions facing America's cities, the National League of Cities (NLC) today released a new report that redefines this country's communities. From Meltingpot Cities to Boomtowns: Redefining How We Talk About America's Cities offers a new look at the conventional labels of urban, suburban and rural, and moves toward a more useful framework for policy-makers at all levels to see cities in a new way and to better understand their challenges.

"In the 21st century, our communities are more diverse, service demands are shifting, and economic interactions are widening," said NLC President and Clarksburg, West Va., Councilman James C. Hunt. "The Meltingpot report is aimed at helping local elected officials make meaningful decisions in an increasingly complex environment and enhance the quality of life in their communities."

The National League of Cities joined with the Metropolitan Institute at Virginia Tech to examine nearly 1,000 cities ranging in population from 25,000 to 500,000. (The nation's largest and smallest cities are not included in the study.) Six types of cities emerged:

- **Spread Cities** represent the largest proportion of cities between 25,000 and 500,000 population and are characterized by low densities, few households with children, and few immigrant residents. Many of these are core cities

in medium-sized, low-density metropolitan areas, while others are larger suburbs. Examples of Spread Cities are LaCrosse, WI, Greenville, SC, and Pinellas Park, FL.

- **Gold Coast Cities** have older, wealthier, and more educated populations and tend to be suburban communities in metropolitan areas. Their citizens have high average median incomes (\$62,000) and the most people with bachelor's degrees. More than 70 percent of the population are homeowners. Walnut Creek, CA, Coral Gables, FL, and Wheaton, IL, are examples of Gold Coast Cities.

- **Metro Centers** are core cities in medium-sized metropolitan areas that have diverse populations and an older housing stock. Nearly all have large populations (more than 200,000 people); a relatively low percentage of homeowners, and low median household incomes (\$36,000). Norfolk, VA, and Tacoma, WA, are Metro Centers.

- **Meltingpot Cities** are diverse, dense cities that have many families with young children. Meltingpot cities are predominantly located in the Pacific region of the country and have the lowest median age (31), the highest percentage of children under 18 (47 percent), and the highest percentage of foreign-born residents (33 percent). Examples of Meltingpot Cities are Hawthorne and Norwalk, CA.

- **Boomtowns** are characterized by rapid population growth, newer housing stock, wealthier residents, and families with children. Boomtowns generally have the highest percentage of homeowners (73 percent), and high median household incomes (\$58,000). Gilbert, AZ, and Broken Arrow, OK, are examples of Boomtowns.

- **Centervilles** are primarily core cities in micropolitan areas and are the smallest and least dense cities in the study. They generally have the lowest percentage of foreign-born residents (5 percent) and the lowest median household incomes (\$34,000). Although these cities are similar to Metro Centers in that they perform more urban-like functions, they still maintain their rural character. Paducah, KY, and Richmond, IN, are Centervilles.

Christiana Brennan, co-author of the NLC report said, "There is no longer a 'typical' city, just as there are no helpful one-size-fits-all approaches to the varying issues that cities face. As a result, policy decisions or programs based on distinctions such as central city, suburb, and rural, and metropolitan and non-metropolitan labels are not as useful to decision-makers and others attempting to understand and ameliorate local challenges."

For example, both Huntington Beach, CA, and Henderson, NV, are similarly sized suburban cities, with populations around 190,000. "But when you begin to look

more closely at them, you can see how very different they are," Brennan said. "Huntington Beach, with its older, wealthy population is a Gold Coast city. Henderson is a residential Boomtown located at the edge of one of the fastest growing metropolitan areas in the country. They may be similar in size, but their service mix, goals, and the people they serve are not. Local officials in each of these cities would probably take a very different approach to governing and to providing services and programs for their citizens," Brennan said.

The United States is home to more than 19,000 cities, each confronted with challenges and choices unique to their perspective. For example, many suburbs, especially suburbs near urban core cities, have become some of the most racially and ethnically diverse places in metropolitan areas, typically a central city characterization. The new "city types" represent an effort to develop a more accurate reflection of the changing nature of the municipal landscape and the diversity that exists among cities and can be used to address a variety of policy issues from finance, governance and inequality to housing and transportation.

Along with Brennan, other authors of the report are Christopher Hoene, NLC research manager and Robert E. Lang, director, Metropolitan Institute.

For more cities that fit the new descriptors, contact Christy Brennan at 202-626-3036.

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## INSIGHTS ON HUMAN RESOURCES by BOB LAVIGNA

# What Your HR Department Doesn't Want You to Know

I have the good fortune to speak often to public sector audiences about HR issues. And although I talk about human resources, I'm beginning to see more and more non-HR people in these audiences. It's clear that these folks want to learn about our work, and that's encouraging.

For government to manage its people effectively and compete successfully in the upcoming war for talent (and by succeed, I mean attract, hire, develop and retain talent), HR will need help. I don't intend this as a criticism of HR. Far from it. What I'm referring to is the enormity of the challenge—replacing millions of baby boomers who are marching inevitably toward retirement. This is a challenge that we all must come to grips with, and work together to address.

When I talk to non-HR groups, I tell them I'm not going to try to convert them into human resources experts. Now, I know that those of us in the HR business agree that it is fascinating to discuss the relative merits of concurrent versus content validity in testing, or whether to use the point factor or whole job approach to job classification. However, I haven't been able to infuse my audiences with my enthusiasm for these topics, even when I tell them I might just show them the secret HR handshake at the end of the presentation.

What I do tell non-HR folks is that they need to understand what their organizations (and competing organizations) are doing to attract and retain talent. I also try to equip them with enough knowledge and information so they can ask HR some provocative questions when they get back to their workplaces. I also remind them that managers play the most critical roles in managing our human capital.

It's very revealing to hear the comments and questions that come from non-HR managers and professionals. It's also very alarming. So, here are some things I have heard that I've spun into a list of what HR doesn't want you to know. My comments are (mostly) tongue-in-cheek, but where there's smoke there's often fire. Here goes:

**Chances are, you won't get sued (and even if you do, you won't lose).** How often do we hear HR tell us that we can't do something that makes business sense because someone, somewhere, sometime, might sue us—and we will lose. After hearing this, the manager then says, "Why? I don't think we're breaking any laws." And HR responds, "We need to be careful. We don't want to take any chances."

The reality is that we should be taking chances, or at least taking calculated risks. The likelihood of a lawsuit is slim to none (maybe not in that order) unless we will clearly be breaking a law.

So, we shouldn't base business decisions solely on the possibility that we will be sued. For instance, we shouldn't have to post a job vacancy for months just to make sure that every person on earth has a chance to apply. Don't let the person in Boise (no offense to Boise—a very nice place) who may not see the job posting drive our whole process. And, don't shy away from accepting job applications exclusively online because someone, somewhere, may not have access to a computer. And by online, I

mean really online, not telling candidates to download the application, print it, fill it out and fax it in.

Too often, we also shy away from dealing with poor performers because we're afraid the employee may challenge us. If a poor performer wants to sue because we took action to correct (or heaven forbid, fire) him or her well, to quote another public servant—"bring it on." Of course, that's only if the manager has done his/her homework, but more on that later.

And, if we do get sued, we don't have to settle the lawsuit just to avoid the possibility of negative publicity. That just perpetuates the same cycle of frustration and avoidance.

Of course, I need to repeat a key caveat—if we want to do something that will clearly violate a law (even if it's a dumb law), then we should be afraid of getting sued. Rather, what I'm talking about are the other situations—where we put avoiding lawsuits above making good business decisions.

**It's just not that complicated.** Aside from fascinating discussions about topics like construct validity and behaviorally-anchored rating scales, the basics of HR are just not that complicated. I think what it comes down to is making sure we have the right people with the right skills in the right places at the right times, now and in the future. To do this, we have to attract, hire, develop and retain talented people. Hard—sure. But complicated—not really.

Of course, sometimes we do have to set up processes and systems that seem complex, but we shouldn't overdo it. Let's face it, we're not building suspension bridges or performing heart surgery. We know that hiring talented people requires us to aggressively recruit for and market our job opportunities, evaluate candidates against job requirements (and not take months to get that done), make them understand the job and its expectations, and sell them on what we have to offer. Similarly, keeping good people means we need to treat them right, make them feel valuable, give them fulfilling work, reward them for results, and offer career advancement opportunities.

Do we need HR to convince us of that? I hope not. What we do need HR to do is make sure we have systems in place to allow managers to hire, develop and retain talent.

**What we do here often isn't based on laws or rules, it's just the way we do it.** Being a good HR "customer" means asking questions. Sometimes tough questions. Like, when HR says we can't do something—hire someone, give a good employee a raise or even fire a poor performer. That's the cue for the line manager to ask "Why not—are we following a law, rule, standard policy, collective bargaining agreement, or what?" If the answer is yes, then the conversation should shift to how we can get it done using a different strategy. If the answer is no, then we must ask "why not?" And the



answer better be convincing.

**There are probably better ways to do this stuff, we just don't know what they are.** Like many other support activities, HR is caught in a tight squeeze. On the one hand, HR is pressured to be more efficient, which often means cutting staff. On the other

hand, we ask HR to deliver better service, create partnerships, measure results, and "be strategic."

HR often just can't get all of this done. And the reality is that, at the end of the day, being innovative and strategic is seen as far less important than making sure that people get paid or enrolled in benefits programs on time.

So, most HR folks don't have the bandwidth to continually scan the horizon for "best practices" that can help attract and retain talent. There just isn't the time or resources. So, the next time you complain about HR being in the stone ages, consider what we ask HR to do and what their real pressure points are.

**HR can't do it alone.** Which brings me to the final point. This is actually not a secret—it's something HR absolutely wants everyone to know. The days when "personnel stuff" got done by someone else in a back room somewhere are long gone—or at least they should be. Your HR pros mean what they say about consulting and partnering with line managers and staff. And you should welcome this change.

Too often, though, line managers can't be bothered to do their parts. What sounds good in theory (being actively involved in recruiting and hiring, or having more authority over pay decisions) loses its luster in real life when it means devoting time and effort to recruiting, or actually making tough decisions about which employees deserve raises and which don't, or making sure that individual development plans aren't just pieces of paper. It's important to keep in mind that when we lose good people, they're usually quitting their bosses, not their jobs.

On the other end of the performance spectrum, there's not much HR can do when a supervisor continually gives good performance evaluations to employees who "everyone knows" are problems. HR can't magically fix this.

The bottom line? The active involvement of line managers and staff can be the difference between success or failure in managing our people and being competitive in the war for talent.

Of course, since I've worked in HR for 20 years myself, I'm looking in the mirror as I write this column. And, yes, despite my best intentions, I've been guilty of keeping these secrets myself. So, before any of my friends in HR start sending me nasty emails, please believe me when I say that I have the highest respect, and admiration, for my public sector HR colleagues. I think they do the most important work that we can possibly do in government—enabling the public service to attract, develop and retain talent. But, we in HR can't do it ourselves. We need the

active support and involvement of the people we serve. To forge that partnership, we must be open, honest and candid with each other...even when that's hard.

*ASPA member Bob Lavigna is a client services manager with CPS Human Resource Services in Wisconsin.  
E-mail: Bob@cps.ca.gov*

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# Managing Conflict to Build Consensus

Few managers have mastered 21st century decision making because it requires more than having a strong intuition about what to do and then doing it...it requires navigating in and out of personality clashes, organization politics and social pressures.

Candor, conflict and debate are often conspicuously absent. Managers often feel uncomfortable dissenting or groups converge quickly on one solution or critical assumptions remain untested or creative alternatives never surface and then the organization doesn't just make poor choices, it may well leave unethical choices unchallenged.

Equally important, managers often fail to build consensus so that people will cooperate in implementation even if they are not fully satisfied with the decision. Consensus requires a strong commitment to the chosen action and a strong, shared understanding of its usefulness and rationale.

Fostering conflict to enhance decision quality while simultaneously building consensus so critical to effective implementation requires the stimulation of debate, keeping conflict constructive, insuring that the process is fair and legitimate and being able to reach closure.

Fostering divergent thinking and productive conflict often requires special tools.

- Role-play methods put managers in the shoes of competitors, alliance partners, customers, the community and successors.
- Mental simulation methods have them consider how events may unfold over time using such things as scenario planning and pre-mortems which envision complete failure and how to avoid it.
- Conceptual models and frameworks designate individuals to launch inquiries and come to different conclusions from different vantage points.
- Point-counterpoint dynamics employ "red" and "blue" teams to scrutinize reasons why and why not to pursue a strategic course of action.

As managers promote vigorous debate, there are pitfalls and solutions. When encouraging it, practice does seem to help. At GE, everyone quickly learned how to engage in heated, productive debates with Jack Welch, who declared "constructive conflict" a core value.

Chuck Knight, Emerson Electric's longtime CEO, took a different approach and designed confrontation into his organization's strategic planning process.



Managers gradually became comfortable with it and learned how to prepare, respond, handle contention and use it to make better decisions.

Keeping the conflict constructive requires individuals to raise interesting questions that provoke new lines of discovery while trying to understand others' positions and remaining open to new ideas. It is dysfunctional when they repeat worn-out arguments, opposing camps dig in their heels and loud voices dominate the discussion.

Often debates become dysfunctional before a manager recognizes the warning signs. It helps to ask and answer two questions about the debate: How many disagreements were there over different ideas? How many differences about this decision's content did the group have to work through?

The most glaring warning sign tends to be the emergence of interpersonal conflict, as people cross the line from issue evaluation to personal criticism. In this case, it helps to ask and answer two questions about the process: How much anger was there among group members over this decision? How much personal friction was there during the process?

Keeping the process fair and legitimate requires managers to have a "cushion of support" when making an adverse ruling so that people receiving an unfavorable verdict express nearly the same satisfaction with the process as those who won.

Participants tend to perceive the decision processes as fair if they:

- Have ample opportunity to express their views and present disagreements
- Feel the process was transparent
- Believe leaders listened carefully and thoughtfully to their views
- Perceive that they had a genuine opportunity to influence the final decision, and
- Clearly understand the rationale for final decisions.

There are six ways that managers can enhance perceived fairness:

- Start by providing an outline for how the process will unfold and stick to it.
- Reinforce an open mind-set.
- Listen actively asking questions for clarification, testing for understanding and avoiding the interruption of people in the middle of their making a point.
- Explain the decision rationale—how alternatives were evaluated and choices made.
- Explain how input has been used and how individuals contributed to outcomes even when their opinions didn't prevail.
- Express appreciation for all contributions celebrating in small ways their participation and the process.

In order to avoid any misalignment of the process it helps to:

- Conduct ongoing process checks auditing as a manager one's ability to generate dissent, manage conflict constructively and maintain legitimacy
- Hold private one-on-one meetings with participants to test alignment
- Ask participants to discuss the team's approach to decision making among themselves without the manager being present, and
- Pay close attention to nonverbal cues during interactions with advisers, participants and subordinates.

Reaching closure often requires a shift from divergent to convergent thinking in order to finalize a choice. Effective managers direct an iterative process of divergent discussion and convergence as they seek common ground repeatedly during the process by reaching intermediate agreements on elements of the decision which I call "small victories."

Small victories bring new allies together, lead opponents to recognize common interests, consolidate progress and build momentum. People discover they can work constructively together despite differences and the small agreements catalyze future and broader agreements. Small victories also keep participants from being overwhelmed by complex problems and reams of information.

There are typically two kinds of small victories. The first is a process-oriented victory which does not constitute a solution to the problem but lays the groundwork for finding solutions by agreeing on goals, objectives, assumptions and decision criteria. The second is outcome-oriented victory consisting of partial solutions that move everyone forward because they can be executed in conjunction with other proposals that have yet to be agreed upon such as taking alternatives off the table, option-oriented agreements and contingency plans.

Even with a small-victories approach, managers may find it difficult to close down debate. In my experience, they do so by first, setting clear expectations for how the final decision will be made, clearly communicating how the manager's role and other key actors' roles will change at a critical juncture in order to achieve timely closure and by building a relationship with a confidant who will bolster the manager's confidence when it is time to act.

This kind of decision-making is not easy but it is critical. Managers who are successful at it start by planning the process early by asking questions like: How will I lead this discussion? What are likely to be the key points of conflict? What mechanisms will spark new thinking? Where in the organization do I have support and opposition? How can the opposition be turned into support? What will be my role?

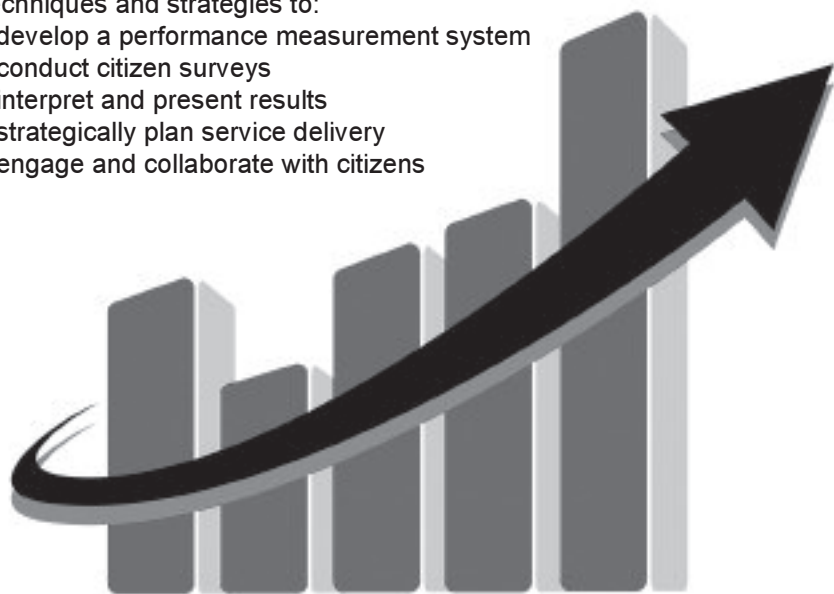
*ASPA member Christine Gibbs Springer is principal with Red Tape Limited in Las Vegas, NV, and a former ASPA president. Email: cgggs@aol.com*

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## Letter to the Editor

### Change Qualifications for ASPA President

I read with great interest Don Menzel's column in the March 2006 edition of *PA TIMES*, and makes many good points. I was particularly interested in his suggestion of a possible future change in the office of the ASPA National President, that the person who would occupy it be a person of national stature, with a proven record of public service and/or long record of scholarly and academic accomplishments.

There are a number of voluntary, not-for-profit organizations that staff their main executive official with a person with a prominent public profile (United States Committee for UNICEF, AFS-USA and the NAACP come to mind), but this is done by having a National Chairperson and a board President.

This is a model that ASPA might want to consider in the future, which would have a number of advantages. For one, it would retain the elected national volunteer President, chosen by the Society's members. Having a prominent scholar, former elected/career public official or not-for-profit leader may enable the Society to raise its public profile and enhance its advocacy role within the public policy/public administration community.

I agree with Don that such a proposal would require a major overhaul of the Society's by-laws and a re-examination of its governance process. But I believe that this is an idea that ASPA should seriously consider.

**Stephen R. Rolandi**  
Larchmont, New York

## Status Quo Staffing Not Effective

From **SELLING PLANNING**, pg. 5

ers can not overlook retention.

Retaining employees, particularly those with our business knowledge, is going to become more difficult. As employers compete for a smaller pool of candidates, raiding will become prevalent. Although money and career progression are probably the two greatest lures employers have, they are not the only ones.

They often are not under a manager's control; this is particularly true in the public sector. However, there are many other ways to make employees happy: alternate work schedules, telecommuting, work-life quality initiatives, orientation, and reassigning staff.

These retention tools are under management's control. However, the greatest non-monetary retention tool available to managers, and completely under their control, is "The Golden Rule." Treat employees right and perhaps they will think twice before leaving. Part of treating employees right means providing development opportunities.

Staff development involves more than training. It also includes evaluating

employees and providing constructive feedback regularly. All too often managers wait for the annual review to provide information. Continuous feedback builds a greater working relationship between managers and subordinates.

Feedback should also include a discussion about professional development. Employees want organizations that provide opportunities to grow. Growth can also be provided through job rotation, and mentoring. Developing staff for current positions as well as future positions will help ensure effective performance.

Continued effective performance is reliant upon competent, knowledgeable staff. Determining where this staff will come from is critical for every organization.

Organizations that continue with status quo staffing will not compete effectively. Human resources' role is to personalize today's headlines and guide the organization toward an individualized succession plan.

*Marie Isaacson is a senior human resources consultant at the Arizona Department of Administration, Human Resources Division.*  
E-mail: [marie.isaacson@azad.gov](mailto:marie.isaacson@azad.gov)



Have you visited ASPA's web site lately?  
**[www.aspanet.org](http://www.aspanet.org)**

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# FREDERICKSON PERSPECTIVE

A Column by H. George Frederickson

PA Times invites your opinions regarding issues addressed in this space, or any public management issues. Please fax us at (202) 638-4952 or e-mail us at: [cjewett@aspanet.org](mailto:cjewett@aspanet.org). The viewpoints expressed in the Commentary section of PA Times are the individuals' and are not necessarily the viewpoints of ASPA or the organizations they represent.

## Bureaucratic Leaking and Honor in the Public Life

It has been a bountiful year for investigative journalists and the bureaucratic leaks upon which they depend. It has also been a bountiful year for open and public questioning of administration policy by officials and former officials.

After 30 years we finally learned the identity of deep throat. Mark Felt, second in command at the FBI at the time, was the source of critically important Watergate leaks to Bob Woodward.

The muck-raking journalist Jack Anderson, one of the great all-time leak-catching buckets, died this year. Anderson, who may hold the record for shining the light on hidden governmental mischief, left dozens of boxes of files; files the Department of Justice is now suing to acquire, claiming they may include state secrets.

New York Times journalist Judith Miller spent several weeks in jail for refusing to reveal to a grand jury the name(s) of the source of the leak of the name of CIA covert operative Valerie Plame Wilson. The leak, it turns out, was from "Scooter" Libby, Vice President Cheney's chief of staff. He has been indicted for lying to a grand jury about the leak. Libby has now indicated that he leaked Plame Wilson's name either with the approval of or on the instructions of the Vice President.

Mary McCarthy, a top CIA official, has been fired after she was alleged to have leaked secret information to the media.

Based on unidentified sources the press has ongoing stories about the torture of prison-

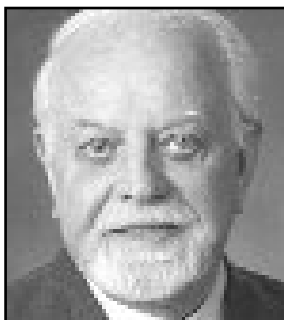
ers, secret American kidnappings and prisons on foreign soil and unauthorized electronic surveillance of Americans.

And retired CIA officials, as well as high ranking retired military leaders, are now seen regularly on television in open criticism of the conduct of the war in Iraq and of Donald Rumsfeld, the Secretary of Defense.

What are the public administration lessons that can be learned from this bounty of bureaucratic leaks?

History teaches us that bureaucratic leaks of classified material are extremely serious business. Equally serious however are ham-handed attempts to prevent leaks. It was, after all, the leak of the Pentagon Papers and subsequent attempts by the Nixon administration to stop leaks that led to organizing the "plumbers," the Watergate break in, a cover-up and ultimately to the President's resignation.

Contemporary leaks of the classified authorization of prisoner torture, the practice of kidnapping suspected terrorists and keeping them in secret prisons abroad and of telephone and other electronic surveillance of Americans, are the modern equivalent of the leak of the Pentagon Papers in the Watergate era. Do those who have engaged in these leaks have moral legs to stand on?



It depends. Dennis F. Thompson argues that under certain circumstances some forms of official dissent from policy, such as leaks, are morally acceptable.

Thompson says that when bureaucrats take their dissent outside the organization and to the media it "usually depends, for its

efficacy as well as its legitimacy, on the existence of some widely accepted standards to which dissenters can appeal outside the organization... When dissenters oppose democratically elected officials, they must find ways to show that they are defending principles that all citizens would endorse."

Separate works both John Rohr and David K. Hart describe these "principles that all citizens would endorse," or "widely accepted standards," as "American regime values." According to Hart, "it is a defensible proposition, in both the logic and philosophy of American regime values, that public administrators have the professional obligation to transcend administrative neutrality in any case in which public policy conflicts with regime values. In everyday administrative practice, public administrators are obligated to be the defenders of the American regime values."

What, then, are these American regime values? A good way to approach the subject is to recognize practices that could not be described as American regime values. A reasonable person would assume, for example, that the torture or prisoners, unauthorized spying on American citizens, and the operation of secret prisons, violate American regime values.

In his version of American regime values, Mark Lilla describes the traditional public administration ethos—a kind of collective professional morality—as grounded in the principles of democratic governance including a constitutionally based commitment to the rule of law and an understanding of and adherence to the rights and protections guaranteed in the Bill of Rights.

Lilla argues that the present issue for public administrators is the responsible use of discretion "especially in the federal government, and this...realm of action is profoundly moral in nature." After exhausting avenues of internal dissent regarding a secret governmental program or action that clearly violates American regime values, a public administrator could be morally justified by taking personal responsibility to leak information about that program or action.

Is resignation the only way to take personal responsibility for leaking information regarding a secret program or action that clearly runs counter to American regime values? Probably not.

Had Mark Felt resigned after his first meeting with Bob Woodward it would have taken much longer to unravel the Watergate scandal. As James L. Sundquist points out in his brilliant *Reflections on Watergate: Lessons for Public Administration*, the possibility that top public administrators might leak secret information regarding questionable programs and actions, serves as a very healthy check on governmental mischief. This is one reason the Founders guaranteed a free press.

Is the morality of leaks to the media by public officials altered during times of war? Certainly the importance of secrecy is increased during war time as are the stakes involved in choosing to leak or not to leak. War increases the tendencies of government to act in secret as the current war in Iraq (some prefer the war on terrorism) demonstrates.

It is important to remember that increases in governmental secrecy by the federal government are almost always met with increases in leaks. This is particularly the case when the moral justification for the war is an open question. The historical evidence further indicates that increases in leaks are almost always met with overly aggressive attempts to root out those who may have leaked to openly demonstrate the consequences to others who might be inclined to leak. History shows that presidential administrations are as likely to get in trouble pursuing those who leak as they are suffering the consequences of leaks.

That lives may be threatened or may be saved because of a leak sharply increases the moral burden on any public official considering a leak. But, as the Japanese interment in World War II demonstrates, war can be the justification for actions that were, in hindsight, glaringly unconstitutional.

In a similar way the Cold War against communism justified McCarthy era violations of civil liberties and widespread FBI wiretaps that are now generally thought to have been unconstitutional and morally wrong.

Although presently justified on the basis of the war on terrorism, we may come, in time, to regard the torture of prisoners, the operation of "extraordinary rendition" based kidnapping and prisons abroad and unauthorized wiretapping at home in the same way we now see the Japanese interment and the excesses of the McCarthy era. And the American public would not have known about these things were it not for leaks.

ASPA member H. George Frederickson is Stene Professor of Public Administration at the University of Kansas and co-author of both *The Public Administration Theory Primer* and *The Adapted City: Institutional Dynamics and Structural Change*. E-mail: [gfred@ku.edu](mailto:gfred@ku.edu)

Announcing...

a new publication from ASPA

Public  
Administration

with an

Attitude

by H. George Frederickson

Available for adoption in Spring 2006 classes.  
To order your review copy, call 202-585-4313.  
Order now. Review copies are limited.

*Public Administration with an Attitude*  
approx. 220 pages — \$14.95 softcover  
© 2005 American Society for Public Administration

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

Students preparing for public service careers will benefit not only from the wisdom and insight in *Public Administration with an Attitude*, but from the pervading theme of the honor and dignity of public service. Practicing public servants will enjoy the rich use of examples, the telling of great public administration stories, and especially the descriptions of public administration heroes and heroic moments.

This book is a lot more interesting than a spreadsheet (...and more accurate!)



# MPA Student Code of Ethics

Should MPA granting degree programs have a code of ethics for their students? Do MPA programs have a code? I placed this latter question on the NASPAA listserv and received a deafening silence.

However, I did get a positive response from the director of the Wisconsin Certified Public Manager Program, Susan Paddock. She sent along a 5-point code referred to as a "Statement of Professional Responsibility." One of the five points states that "I will become familiar with and adhere to the standards of ethical conduct established by each of the professional societies to which I am admitted as a member."

A web search located an MPA Code at a different university. What follows is part of that code. Would your school consider adopting this code? Why or why not?

## General Principles

Students have the opportunity to foster the profession of public administration. To do so, individual behavior must be ethical as a way of life. This includes conduct in personal and academic affairs. In pursuing this objective the student shall:

- Maintain good academic standing and abide by procedures, rules and regulations as described in the MPA Student Handbook and the XXX catalog;
- Respect the guidelines prescribed by each professor in the preparation of academic assignments and other course requirements;
- Be objective, understanding and honest in academic performance and relationships;
- Strive toward academic excellence, improvement of professional skills and expansion of professional knowledge;
- Neither engage in, assist in, nor condone cheating, plagiarism or other such activities;

- Respect and protect the rights, privileges and beliefs of others.

ASPA member Karl Thoennes III (Karl.Thoennes@UJS.STATE.SD.US), administrator 2nd Judicial Circuit, South Dakota, writes in response to the April moment "Moral Management: Fact or Fantasy?" that he encountered a similar situation in a court he managed a few years ago.

He says, "I love the sheriff's delicate use of the phrase 'develop an association with...'. In answer to your question, I think we can manage morals on some behaviors—outside employment at the strip club, internet porn—but I do think trying to manage adultery at the office is a fantasy. Incidentally, I hear those two employees in my previous job have since divorced their respective spouses and are pursuing other associations."

ASPA member Donald C. Menzel is professor emeritus of Northern Illinois University and immediate past president of ASPA. E-mail: [dmenzel1@tampabay.rr.com](mailto:dmenzel1@tampabay.rr.com)



# PA TIMES

## 2006 Editorial Calendar

**NEW!**

**Save this page for reference!**

The PA TIMES requests that articles be between 1000-1200 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 [recruiter@aspanet.org](mailto:recruiter@aspanet.org). Press releases, announcements, article inquiries and display advertising questions may be directed to:**

**Christine Jewett McCrehin • Editor • [cjewett@aspanet.org](mailto:cjewett@aspanet.org)**

### January

Public Administration in a Time of Rising Energy Prices  
Advertising/Article Deadline: December 22, 2005

### February

Individual Liberties vs. Administrative Power  
Advertising/Article Deadline: January 22, 2006

### March

What Practitioners and Academics Consider Key Issues in PA  
**International Supplement: Old Problems, New Solutions**  
Advertising/Article Deadline: February 22, 2006

### April

State/Local Economic Development and the Supreme Ct.  
Advertising/Article Deadline: March 22, 2006

### May

Dealing with Succession Planning  
Advertising/Article Deadline: April 22, 2006

### June

Achieving Ethical Administration  
Advertising/Article Deadline: May 22, 2006

### July

Protecting People and Property in the 21st Century  
Advertising/Article Deadline: June 22, 2006

### August

Emergency Management One Year After Katrina  
Advertising/Article Deadline: July 22, 2006

### September

Administering Help America Vote Act: Tales from the Field  
Advertising/Article Deadline: August 22, 2006

### October

Public Administration Skills Across Professions  
**Education Supp.: MPA: Not Just for Public Employees Anymore**  
Advertising Deadline: September 1, 2006 Article Deadline: September 22, 2006

### November

Impacts of Privatization and Government Restructuring  
Advertising/Article Deadline: October 22, 2006

### December

Technology and Public Administration: Emerging Issues  
Advertising/Article Deadline: November 22, 2006

Join us as we kick off a new effort to explore, celebrate, and improve campus and community relations!

October 22 – 24, 2006

Hosted by the City of Clemson, S.C., and Clemson University

Town and gown representatives are invited to meet on an even playing field to tackle the opportunities, conflicts and issues facing college towns in the South and across the country as we seek to build stronger communities together.

#### Who Should Participate?

##### University/College Team

Presidents  
Trustees  
Community Relations  
Communications  
Athletics  
Student Development  
Housing  
Student Government  
Legal Counsel  
Public Safety  
Interested Faculty, Staff and Students

##### Community Team

Mayors  
City/County Managers or Administrators  
City/County Council Members  
Local Business Leaders  
City/County Planning Officials  
Neighborhood Associations  
Chambers of Commerce  
Economic Development Agencies  
Interested Citizens

#### Call for Papers

We invite papers and presentations in the following tracks:

#### Track 1: Building a Better Game Plan:

Planning, housing, zoning, design, transportation, parking and construction issues surrounding universities/cities, public-private partnerships, defining boundaries and integrating systems.

#### Track 2: Making Contact:

Outreach programs that build stronger relationships between universities and the cities they live in.

#### Track 3: Achieving Victories/Minimizing and Resolving Conflicts:

Case studies of town-gown experiences in the Southeast and throughout the country. What has worked? What hasn't?

#### Track 4: Scoring an Economic Win:

Relationships, programs and joint endeavors that have successfully sparked economic development.

#### Submission of Papers

Papers may be submitted via email or in printed format by May 5, 2006, at the following address:

Peter M. Knudsen  
Assistant Campus Master Planner  
Clemson University  
Gentry Hall, 191 Old Greenville Hwy.  
Clemson, SC 29634  
[pknudse@clemson.edu](mailto:pknudse@clemson.edu)

For more information, call (864) 656-1108 or go to [www.clemson.edu/town-gown](http://www.clemson.edu/town-gown).



# Chaos and Public Administration

Join 117 other ASPA members in establishing a new section: The Complexity and Systems Studies Network (CSSN). Membership dues are only \$5 per year. You can make a difference by shifting the thinking dynamics in public administration from the traditional linear perspective toward the multiple, interconnected, interrelated, and complex.

If interested, please email Alexander Dawoody at [alxdawoody@cs.com](mailto:alxdawoody@cs.com), or Goktug Morcol at [gxm27@psu.edu](mailto:gxm27@psu.edu)

With your support,  
we can bring this new section into existence.

## Reports on the Web

### Featured Report

The Rockefeller Institute of Government has released a new report, "Retiree Pensions and Health Benefits: State and Local Governments Face New Budget Challenges," by Donald Boyd. In this first of three Rockefeller Institute reports on current financial challenges and issues facing state and local governments, Boyd examines the significant pressures on states to strengthen pension systems and finance retiree health care.

To view the report, please visit <http://rfs.rockinst.org>.

### GAO Reports

- "Business Systems Modernization: IRS Needs to Complete Recent Efforts to Develop Policies and Procedures to Guide Requirements Development and Management"
- "Financial Audit: Significant Internal Control Weaknesses Remain in Preparing the Consolidated Financial Statements of the U.S. Government"
- "Financial Management Systems: Lack of Disciplined Processes Puts Effective Implementation of Treasury's Governmentwide Financial Report System at Risk"
- "Information Sharing: The Federal Government Needs to Establish Policies and Processes for Sharing Terrorism-Related and Sensitive but Unclassified Information"
- "Managerial Cost Accounting Practices: Department of Health and Human Services and the Social Security Administration"
- "Tax Administration: Opportunities to Improve Compliance Decisions and Service to Taxpayers through Enhancements to Appeals' Feedback Project"
- "Workplace Safety and Health: OSHA Could Improve Federal Agencies' Safety Programs with a More Strategic Approach to Its Oversight"
- "Border Security: Investigators Transported Radioactive Sources Across Our Nation's Borders at Two Locations" (U.S. Government Accountability Office)
- "Hurricane Katrina: Planning for and Management of Federal Disaster Recovery Contracts" (U.S. Government Accountability Office)

To view these reports, please visit <http://www.gao.gov>.

### Other Reports

- 2006 Donald C Stone Distinguished Guest Lecture (Irene Sharp Rubin) [www.aspanet.org](http://www.aspanet.org)
- "Measuring and Sustaining the New Economy, Software, Growth, and the Future of the U.S Economy: Report of a Symposium" (National Academies Press) <http://www.nap.edu/>
- "Protecting Privacy in Integrated Justice Systems" (National Governors Association Center for Best Practices) [www.nga.org](http://www.nga.org)
- "Something in the Air: Government on the Go through Community-wide Wireless" (Center for Digital Government - free registration required) <http://www.centerdigitalgov.com/>
- "Iraq Reconstruction: Lessons in Human Capital Management" (National Academy of Public Administration) [www.napawash.org](http://www.napawash.org)

Reports above courtesy of "ASPanet This Week" e-newsletter. To subscribe to the e-newsletter, please contact Erik Bergrud at [erik.bergrud@park.edu](mailto:erik.bergrud@park.edu).

# Stand Where Things

## IPAC Executive Director Passes Away

In April, Luc Bernier, president of the Institute of Public Administration of Canada (IPAC), sent the following message:

To all members and friends of IPAC: It is with a heavy heart that I must inform you of the sudden death of our dear friend and colleague, Joseph Galimberti.

Joe joined IPAC in the late 1960s, serving as Director of Research. In 1976, he was named Executive Director and since then guided the Institute with a steady hand and an ambitious heart. He was an unfailingly wise counsel to the Board of Directors and dearly appreciated by the staff that worked for him in the IPAC national office.

Public servants and scholars across Canada and around the world have lost a great champion in Joseph Galimberti. His cheerful disposition, his integrity and his easy smile won him friends across Canada. People who knew him well will remember the twinkle in his eyes when conversations turned to the subject of Africa. Joe dedicated his life to the ideals of professional, efficient and non-partisan public service and to the cause of sustaining scholarship in this vitally important field of endeavour. His values became our values.

I know that I speak on behalf of the Board of Directors, the IPAC staff, and all the members of the Institute of Public Administration of Canada in expressing our deepest sympathies to Carol, Joe's wife; Tony, his son; Heather, his daughter-in-law, and Liam, his dear young grandson, on this tragic loss.

## Report Shows Value of Relationships Between State Regulators, Philanthropy

Washington, DC—A new report shows how state charity regulators and philanthropy can work together to strengthen the philanthropic sector. Published by the Council on Foundations and the Forum of Regional Associations of Grantmakers, the report demonstrates the value of ongoing, productive relationships between regulators and foundations, and explains how such relationships can be successfully achieved.

"Our goal in producing this publication is to help enhance the accountability and effectiveness of foundations and their oversight by state regulators," said Steve Gunderson, president and CEO of the Council on Foundations. "In all sectors across all industries, a frank dialogue between the regulators and the regulated is a prerequisite to effective government oversight."

The report shares key lessons and models to help state charity regulators and the charitable sector create and build mutually beneficial relationships, and provides an in-depth discussion of state oversight of the charitable sector, with data and

examples gathered from a review of 16 states. The report also features case studies of four states where charity regulators and the charitable sector have developed effective relationships.

"This report helps advance the Forum's and the Council's shared goals of strengthening foundation governance and upholding the public's trust of the philanthropic sector," said Ellen Barclay, president of the Forum of Regional Associations of Grantmakers. "We believe there is merit in an appropriate level of state regulation and enforcement to help achieve those goals—in ways that recognize the diversity and complexity of the philanthropic sector."

The full report, "The Value of Relationships Between State Charity Regulators & Philanthropy," and various sections of the report can be downloaded at [www.givingforum.org/policy/regulators.html](http://www.givingforum.org/policy/regulators.html).

## Webby Awards® Announce Nominees for Best Government Site of the Year

### Winners Will Be Honored at New York City Ceremony on June 12

New York, NY—The International Academy of Digital Arts & Sciences today unveiled the nominees for Best Government Site in The 10th Annual Webby Awards.

Reflecting the incredible diversity of government sites on the web, the five nominees in the category are:

- National Science Foundation Website <http://www.nsf.gov>
- 72hours.org <http://www.72hours.org>
- Need2Know <http://www.need2know.co.uk>
- Australia - Meetings, Business and Major Events Official Website <http://events.australia.com/>
- Jet Propulsion Laboratory <http://www.jpl.nasa.gov>

Last year's winner for Best Government Site was the National Cancer Institute <http://www.cancer.gov>.

Proclaimed "the online equivalent of an Oscar" by the New York Times (June 21, 2005), The Webby Awards is the leading international honors for websites and the innovators behind them. The Academy unveiled nominees today in over 65 categories and a full list of nominees can be found at <http://www.webbyawards.com>.

In a tribute to democracy on the Web, The Webby People's Voice Awards presented by Verizon also kicks-off today, allowing people around the world to vote for their favorite websites in all 65 Webby categories. Through May 5th, online fans can cast ballots for their picks for their top choices at:

[peoplesvoice.webbyawards.com](http://peoplesvoice.webbyawards.com). Since The Webby People's Voice Awards began ten years ago, over 2.3 million votes have been cast.

Winners of the 10th Annual Webby Awards and Webby People's Voice Awards will be announced on May 9, 2006. Winners will be honored at a gala event on June 12 at New York City's historic Cipriani Wall Street.

Review all the nominees for the 10th Annual Webby Awards at [www.webbyawards.com](http://www.webbyawards.com)

## PERI Seeks Partners to Develop Innovative Risk Management Products and Services

Fairfax, VA—The Public Entity Risk Institute (PERI), a nonprofit risk management training and educational organization, today announced a call for proposals for the PERI Enterprise Investment Program, which aims to stimulate research and development in the risk management arena. PERI plans to invest in new partners that advance creative products and services for managing risk.

The PERI Enterprise Investment Program was established to identify and help bring to market innovative risk management products and services. PERI is interested in making equity investments of \$100,000-\$250,000 in ventures that advance the practice of risk management within public entities, small businesses, or nonprofit organizations.

Organizations and individuals interested in partnering with PERI will participate in a two-step proposal process. Information about the proposal process is available on PERI's website at [www.riskinstitute.org](http://www.riskinstitute.org).

Initial concept papers outlining the product or service should be submitted to PERI no later than June 1, 2006. This concept paper or "mini business plan" will present an overview of the innovator's product or service idea and explain how PERI and its constituency would benefit from its development. PERI will review each concept paper and if the PERI Board of Directors feels the concept has potential, a full business plan will be requested.

Among the investment partnership opportunities of interest to PERI constituents are products and services related to risk identification and assessment, risk control strategies or best practices and electronically-delivered training.

A detailed handout on the proposal requirements is available on the PERI Web site at [www.riskinstitute.org](http://www.riskinstitute.org) or by calling PERI at (703) 352-1846.

If you have a press release for "Where Things Stand," contact Christine McCrehin at [cjewett@aspanet.org](mailto:cjewett@aspanet.org).

# A Click Through Guide to ASPA's Web site

Rip, Stick and Click.

Rip out this page • Stick it by your computer • Login and click away

**www.aspanet.org**

The screenshot shows the ASPA website interface. At the top left is the ASPA logo and the text "The American Society for Public Administration". To the right is a search box. Below this is a navigation bar with links: Home, Current ASPA, Archived ASPA, PAR/PA TIMES, Advertising with ASPA, and Help. The main content area features a "Welcome" message, a "Public Administration Review (PAR)" section, and an "ASPA Login" section. A sidebar on the left contains various navigation links. Annotations with arrows point from text boxes to the "ASPA Login" section, the "Public Administration Review (PAR)" section, and the "Access Articles Published from 2000-present" section.

**ASPA**  
The American Society for Public Administration

Search

Home | Current ASPA | Archived ASPA | PAR/PA TIMES | Advertising with ASPA | Help

**Welcome**  
ASPA would like to welcome new and returning students to our members' only area of the ASPA website at www.aspanet.org. Members can update their information and access electronic issues of ASPA's premier journal Public Administration Review (PAR) from 1940-present. Members have access to current job postings in the Career area of the website and may post resumes online. Keep ASPA current on your mailing and email address by updating your membership information.

Advancing excellence in public service.  
SINCE 1939

Wednesday, November 24  
2004

**ASPA Login**  
ASPA Login  
user ID:   
password:   
  
Forgot Your Password?

**ASPA Login**  
Paid ASPA members must login to access the members' only areas of the web site.

- You will find your user login on the mailing label of PAR and PA TIMES.
- If you've changed your login information use the one you created.
- If you have forgotten your user ID or password, please contact the Member Services Department at (202) 585-4309 or 4310.

**Other Online Options**  
Once logged in, members may update their contact information by clicking on their name or renew their membership by clicking Renewal Reminder.

**Public Administration Review (PAR)**  
Access PAR online, tables of contents from recent issues, article submission information and a complete archive.

**Access Articles Published from 1940-1999 (JSTOR)**

- Click the PAR/PATime link on the black tool bar.
- Scroll down to the area of the page ... Online Access to Public Administration Review ...current ASPA members only.
- To search by issues enter the volume number in the Basic Search link.
- To search key words, click to Advanced Search link.

**Access Articles Published from 2000-present**

- Click the PAR/PATime link on the black tool bar.
- Scroll down to the area of the page ... Online Access to Public Administration Review ...current ASPA members only.
- Click the PAR Issues 2000-present link to (Blackwell Synergy).
- To search by key words ...insert the title of the article you are searching in the [search] box to your right. This will show articles listed in PAR only. For a complete print copy click the PDF link.
- To search using the Quicklink ... you will need to know the volume #, all issues published in 2000 start with the #6 followed by the year, for the September/October issue #5 you would enter Vol. 65 Issue 5 and click go.

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# ASPA TIMES

Advancing excellence in public service. . .

## ASPA Conference Hosts 1,100 Attendees



Louisiana State University Chancellor and former Administrator of NASA Sean O'Keefe delivers the sixth annual Elliot Richardson Lecture during ASPA's 67th National Conference in Denver.

Denver—The conference theme of “The Sky’s the Limit: Idealism and Innovation in Public Service” was evident in the content of the sessions, workshops and plenary speeches.

And with more than 160 concurrent sessions, roundtables and poster sessions, ASPA’s 67th National Conference was filled to overflowing with opportunities for attendees to fulfill their quest.

Trying something new, the Society opened its conference by offering a track of professional development workshops. Most were free with conference registration.

Beginning on Friday, March 31, and running throughout the conference, the workshops were designed as “how to” training sessions for public managers, scholars and students, offering “real solutions to real issues.”

Topics of the workshops ranged from citizen-driven performance improvement

and university and state agency partnerships to domestic violence.

Onsite feedback indicates that the track was successful and may just become a regular feature of the conference.

Day two of ASPA’s conference was affectionately referred to as “Meeting Day” as the majority of the Society’s committees met and conducted their business.

The day was not completely lost to meetings, though, as professional development workshops and the MPA/Doctoral Student Summit offered several learning opportunities for those not involved in ASPA meetings.

The day also saw the Opening Plenary session of the conference, with Gail Christopher, vice president of the Joint Center for Political and Economic Studies Office of Health, Women and Families, delivering the speech.

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ISSN 1099-9922 • 4 issues per year

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## Final Report of ASPA's Outgoing President

Donald C. Menzel

A year ago when I accepted the gavel as your President, I sought to engage ASPA members in the excitement and rewards of public service. My vision for ASPA, then and now, is as the role of a “difference maker”—an organization whose members through their commitment, motivation, discipline, personal and professional integrity helps others lead productive and rewarding lives in a democracy. ASPA is a means, not an end, to promote professionalism, high ethical standards, and pride and competency in public service. Through ASPA, we are making a positive difference in governance in the United States and worldwide.

Every ASPA president brings an agenda to his or her watch. My agenda consisted of three I's: Integrity, Internationalism, and Image. The integrity component consisted of advocacy, code review, visibility, and interpretation. The internationalism component emphasized putting ASPA on the world map as a facilitator and vehicle for advancing the art and science of public administration. The image component stressed the value of public service and the image that ASPA projects of itself.

My report is presented in three parts. Part I bullets highlights over the past year. Part II addresses each agenda item. Part III reviews and assesses our efforts to achieve the goals of the Strategic Plan.

### PRESIDENT'S AGENDA

#### Integrity

The integrity component of the President's agenda consists of advocacy, code review, visibility, and interpretation.

- *Advocacy*—The primary vehicles I relied upon to advocate ethics and integrity were the *PA TIMES* President's column and presentations I made to local chapters and while traveling abroad. Internationally, presentations on “Ethics and Integrity in Governance and Management” were made in Belgium, Germany, Thailand, and China.
- *Code of Ethics Review and Implementation Committee*—The charge to the committee was to conduct a thorough review and assessment of the ASPA Code of Ethics and all mechanisms and procedures either in place or should be in place to insure that (a) the membership is knowledgeable of the Code, (b) the contents of the Code are up to date as a means to foster ethical behavior within and among ASPA members, and (c) the implementation of the Code contributes to the advancement of ethics and integrity in governance.

I regret to report that the Committee made no significant progress addressing this charge.

- *Code Visibility*—My integrity agenda also

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# PRESIDENT'S COLUMN *Wendy A. Haynes*



## The Year Ahead: Connecting and Collaborating

Many thanks to all of you who have extended your warm wishes and support for a fine year ahead for our field and our association! I'm honored to be your president—we're in this together and our success requires your active involvement, whether that be as a volunteer in ASPA leadership or as a citizen engaged in your community, or another expression of our shared commitment to the pursuit of excellence in public service.

By the time this PAT issue arrives, the official celebration of public service recognition will have concluded at the end of the first week in May. But let's make that a beginning rather than an ending. Let's celebrate the great possibilities going forward as well as the accomplishments already realized.

During the national conference last month in Denver, I detected a resurgence of vitality in the hallway conversations, panels, and leadership meetings. The energy was palpable in the gathering of first-time attendees, receptions, and meetings of various sorts.

Meredith Newman and Doug Watson—conference program co-chairs for our 2007 conference in Washington DC—intend to build on that energy and work with you to ensure that our 68th conference exceeds all expectations. Join us in building on “monumental possibilities” for our future. Please note the deadline for proposals for the national conference in DC: June 19, 2006.

ASPA offers far more than conferences to its members and to the profession. Next month, I'll provide you with a more detailed list of initiatives for the year ahead, including the names and contact information for the leaders of each of those initiatives. Some will continue from Don Menzel's term, some we will complete this year, and some will be seeds planted for my presidential successor, Harvey White.

In the meantime, I offer you a preview of initiatives that we will undertake in the year ahead. Each initiative is preceded by the ASPA strategic goal it supports:

• **Be a recognized voice for issues and values in public policy, management, and practice.** As a result of the concern expressed during the ASPA business meeting, the national Council decided that we should take a look at our process for taking public positions on important breaking issues, keeping in mind the importance of not crossing the line on actions that could potentially jeopardize ASPA's nonprofit status under the tax laws. Inherent in the discussion was the question of whether ASPA should take a position on late-breaking events and, if so, how we determine what those positions should be.

Within the Council meeting and in the hallways, there seemed to be an apprecia-

tion for the challenges inherent in establishing a policy position on any issues in an association as diverse as ASPA. Late-breaking news events may well be a different matter than taking a well-researched stand on hot topics that face those of us in public service.

For instance, few would disagree that human capital management, including succession planning, plagues us in our various work places. Cheryle Broom and Steve Condrey will this summer launch an initiative to help ensure that ASPA has a wise and recognized voice in this arena in the years to come.

• **Be a catalyst to enhance the scope and quality of resources and the knowledge base in the field of public service.** The Katrina Task Force and Advisory Group, ably lead by Bev Cigler and Bruce Baughman, will continue to explore the governance issues and challenges that arose when Hurricane Katrina devastated the Gulf Coast region. Experienced practitioners and academics with broad-based knowledge, expertise, and a shared commitment to strengthening the emergency management capacity of public agencies comprise the task force. Thanks in advance to this dynamic group for their contributions!

• **Foster inclusive communications among those who serve the public.** Meaning matters and none voice it better than ASPA charter member Lew Sims when he said: “We join together in a passion for public service!” The challenges facing us are intersectoral and intergovernmental and no longer fit within the neat boundaries of the past. Two themes permeate the future of successful undertakings: Connectivity and Collaboration.

With that in mind, we plan to host a summit of sister associations leaders in Washington, DC this fall. Invitees would include the National Academy of Public Administration (NAPA), the National Association of Schools of Public Affairs and Administration (NASPAA), the American Political Science Association (APSA), the International City-County Management Association (ICMA), the Association of Government Accountants (AGA) and others.

ASPA can neither do it all nor do it alone. It's time to develop the art of associating with our compatriot associations on matters of mutual interest and concern.

• **Find ways to enable those who serve the public to be current and effective.** In the coming year, our ASPA professional staff under the leadership of Executive Director Toni Samuel will develop creative methods for helping our members advance in their career paths as students, scholars, practitioners, or some creative combination of endeavors. So far, they're thinking about crafting modules or training segments that

can be shipped to chapters for their local programs. On another front, Tom Lynch and Erik Bergrud will be exploring methods for connecting our chapters and MPA programs. More to come on these exciting developments.

• **Grow the society membership and ensure its financial viability.** Ed Jennings, past ASPA president, has agreed to head up a diverse task force charged with an environmental scan of challenges and opportunities facing our association.

Among other things, this group will help us take a fresh look at how ASPA must change to shape and respond to the future of public service and the changing membership we serve. Their work will underpin next year's strategic plan renewal effort. Janice Flug, our Finance Chair, and Susan Baugh, our Financial Planning Chair, will lead several initiatives aimed at ensuring our financial health in the years to come. We remain financially dependent upon membership dues revenue at our peril.

Our leaders face many challenges, including the need to ensure that those who wish to be engaged in ASPA—whether

their interest is on its internal workings or its contributions to the field of public administration broadly defined—can do so.

To those worthy ends, I'm urging our leaders—those listed here and those I'll introduce in next month's column—to actively engage our newer members and younger professionals in these initiatives.

What better way to coach our leaders of the future than to include our newer professionals in our more seasoned folks' efforts? We need to connect with our members. And collaborate with our kindred public service organizations.

On that note, I wish you a lovely spring. Please be in touch. I welcome your comments and involvement. Please send your name and areas of interest to Patricia Yearwood [pyearwood@aspanet.org](mailto:pyearwood@aspanet.org), ASPA's senior director of member services, if you're willing to volunteer for these or related ASPA initiatives. We're counting on you!

*ASPA member Wendy A. Haynes is ASPA's president and an associate professor and MPA coordinator at Bridgewater State College. E-mail: [whaynes@aspanet.org](mailto:whaynes@aspanet.org)*

### ASPA Contributors

#### Individual Contributors

**Harold Abrams**  
*Chestnut Hill, MA*

**Samuel E. Armistead**  
*Montgomery, AL*

**Margaret A. Auker**  
*Cheyenne, WY*

**Barbara J. Avar**  
*Charlotte, NC*

**James M. Baxter**  
*APO, AE*

**Gustave H. Breymann**  
*Okemos, MI*

**William B. Eimicke**  
*Old Chatham, NY*

**Gayla A. Kraetsch Hartsough**  
*Los Angeles, CA*

**Kathryn E. Newcomer**  
*Rockville, MD*

**Robert John Pollard**  
*Morgan Hill, CA*

**Stephen Velez-Confer**  
*San Diego, CA*

**Mark L. Weinberg**  
*Athens, OH*

**James T. Wofford**  
*Montgomery, AL*

#### Supporting Contributors

**Mary L. Belefski**  
*Falls Church, VA*

#### Endowment Contributors

**Donald C. Menzel**  
*Tampa, FL*

**Philip J. Rutledge**  
*Silver Spring, MD*

**James Hoy Stephenson**  
*Nashville, TN*

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# Outgoing President Menzel Reports on Society's Goals

## Highlights from the Past Year

- More than 80 ASPA practitioners and academics have joined together to address the issues of governance and management in the aftermath of Hurricane Katrina, thus exemplifying the unique role of ASPA in bridging theory and practice.
- The 67th Annual Conference in Denver has attracted more than 1,000 participants with 42 foreign guests attending.
- The annual conference rates for the 67th Annual Conference were reduced through effective planning by the Conference Management Committee and the energetic commitment of ASPA staff and volunteers to find new revenue sources for the conference.
- One new practitioner feature at the 2006 conference is a cooperative program with the International City/County Management Association with 100 city management professionals registered.
- More than 50 full-time graduate and undergraduate students have been awarded Founder's Forum Fellowships to participate in the 67th Annual Conference in Denver.
- Fifteen universities, CAP, six ASPA chapters, four sections, and ten individuals contributed financial support for the Founder's Forum Fellows initiative.
- The Founders' Forum celebrates the achievements of Herbert Kaufman with nearly 200 guests set to attend a dinner in his honor in Denver.
- ASPA's international activities reached around the globe in 2005-06 with MOUs and new cooperative agreements signed with government agencies in Thailand and China.
- Our International Coordinator and his team have made enormous strides in developing and clarifying ASPA's MOUs with countries and organizations across the globe.
- The First Transatlantic Dialogue" took place in Leuven, Belgium, between the European Group of Public Administration and ASPA's Ethics Section.
- The PATimes successfully launched the Profiles in Public Service series to highlight the career accomplishments of men and women in public service.

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included an effort to raise the profile of the ASPA Code. This has taken several paths. First, I have forcefully advocated that the ASPA web site should prominently display a link to the ASPA Code.

Second, I charged the Publications Committee with exploring the possibility of having every ASPA related journal incorporate a reference to the Code of Ethics. The ASPA staff reviewed all ASPA related journals and reports that only *PAR* displays the Code in its entirety.

### • Interpretation—Know Your Code

A fourth component of my integrity agenda included charging the *PA TIMES* editorial board with the task of reviewing and acting on the recommendation of the Ethics Visibility Action Team to Place an "Ethics Feature" in the *PA TIMES* to highlight ASPA's Code of Ethics—in other words, use the feature to explicate various aspects of the Code.

### Internationalism

Internationally, ASPA is on the leading edge of the global community. ASPA is highly regarded by the international community and is likely to become even more so in the years ahead. During my watch, I have participated by invitation in the annual conferences of the International Institute of Administrative Sciences in Berlin 2005 and Seoul 2004.

I also launched an initiative to develop an agreement with the Chinese Association for International Exchange of Personnel (CAIEP) to develop training and technical assistance programs. I am pleased to report that an agreement was signed this past July when a CAIEP delegation traveled to Washington.

A second initiative along similar lines was undertaken with Thailand's Office of the Public Sector Development Commission (OPDC) and The Institute of Good Governance Promotion (IGP), a special administrative arrangement of OPDC which acts as the Service Delivery Unit. The OPDC performs administrative work in support of the Public Sector Development Commission (PDC).

- Our International Coordinator, Vice President-elect Don Klingner and his team—Erik Bergrud, Marc Holzer, Tom Lynch, Bill Miller, Sy Murray and Kaifeng Yang—made enormous strides in developing and clarifying ASPA's MOUs with countries and organizations across the globe.
- ASPA co-sponsored several international conferences over the past year. The International Conference on Public Administration was co-sponsored with the Chinese Public Administration Society, the School of Public Administration, Moscow State University, Russia, and the University of Electronic Science and Technology of China.
- The Ethics Section joined with the European Group of Public Administration (EGPA) to co-sponsor a conference on "Ethics and Integrity in Governance: The First Transatlantic Dialogue" which took place in Leuven, Belgium, in early June. A second transatlantic conference is scheduled for June 2006 on public sector performance which will be co-sponsored

by the Section on Public Performance and Management and the EGPA.

- The 5th International Conference on Public Management, Policy and Development was co-sponsored by ASPA and took place in Senegal, West Africa, this past June.
- Various ASPA leaders led the First Seminar of the Free State Provincial Government in Bloemfontein, South Africa during the summer. The seminar resulted in an ASPA affiliate with 30 electronic members signed up.

### Image

I charged the Pride Steering Group (PrSG) led by Jade Berry and Anne Kilpatrick with the task of reviewing, recommending, and initiating steps to advance pride in public service and pride in ASPA as a vehicle for competency and ethical governance worldwide. I also asked the PrSG to take a close look at the image of ASPA across the broad expanse of conferences, the selection of ASPA's leaders, the ASPA web page, the *PA Times*, and more. Inasmuch as symbols, such as ASPA's logo, convey the image of ASPA, I asked the PrSG to determine whether or not a more contemporary set of symbols is needed.

Some ASPA members have expressed a strong concern to me about the image that ASPA projects per the paid sponsorships of our E-newsletters and advertising on the ASPA web site. I therefore asked the Pride PrSG to examine this image with perhaps inventorying the practices of peer professional associations.

I also asked the Pride Steering Group to consider the establishment of a practitioner award—the Citizen-Administrator of the Year. This award would recognize an individual who demonstrates through his/her deeds an ethic of citizenship for public administration. Such an ethic is in the tradition of citizenship as it has evolved throughout U.S. history. At its core this tradition celebrates the common good, the importance of democratic participation by the citizenry, and the ultimate sovereignty of the people.

- The image of public service has been advanced through the *PA TIMES* with the launching of a new series that profiles public service professionals.
- Another innovative measure to promote the image of public service and ASPA was the creation of the Founders' Forum Fellows program. More than 50 students from colleges and universities throughout the United States will travel to the 67th Annual Conference in Denver.

### STRATEGIC PLAN GOALS

**Goal 1 of our Strategic Plan that calls for ASPA to be a recognized voice for issues and values in public policy, management and practice. Lead Steering Group—Pride.**

- Hurricane Katrina shocked the nation and prompted the ASPA leadership to formulate a response. This has taken several forms, one of which was the establishment of a Katrina Task Force (KTF) and a Katrina Advisory Group (KAG). The Katrina Advisory Group with more than 70 members is working with the Katrina Task Force (KTF) to explore the governance issues and challenges that arose when Katrina struck, including civic and volunteer engagement under disaster conditions.

**Goal 2: Be a catalyst to enhance the scope and quality of resources and the knowledge base in the field of public service. Lead Steering Group Performance.**

I charged the Performance (PeSG) to look at (a) ASPA programs either in place or needed to cultivate relationships with local governments and universities, especially informing them of ASPA's benefits and opportunities, (b) the solicitation of practitioner and academic ideas to enhance our national conference, (c) strategies and methods to collect and evaluate information from members attending national/regional/state conferences, (d) the need for a national conference program management committee that transcends the one-year watch of the ASPA president, (e) the need to establish relevant training/workshop programs for domestic and international audiences, and (f) specific ways and means to enable ASPA to be an effective voice for professionalism, public policy, and ethical management.

- Practitioner and academic ideas to enhance our national conference—balancing the preferences of practitioners for ways to improve performance—their and the departments and agencies they manage—with the needs of academic members for presenting papers and preferences for scholarly content is an ongoing challenge for ASPA.

These realities suggest ASPA's continued movement toward more events of interest to practitioners while sustaining the opportunities for academic participants. The steering group believes this can be an effective strategy. Making the most possible use of the conference venue for both practitioner and academic content is a good idea as well. What might add value is to be more deliberate in planning conference content for maximum cross-fertilization between practitioner and academic interests. This recommendation requires closer examination by an Executive Council task group made up of practitioners and academics willing to develop a framework for planning conference content. The approach should be introduced incrementally, that is, field tested before adopted.

- At the mid-year meeting, the Performance Steering Group put forth a recommendation for a conference management reform committee to serve as an ongoing committee comprised of academics and practitioners appointed by the Executive Committee for a three-year term. After much discussion a motion was offered to create an ongoing committee to review best practices of past national conferences with the goal of establishing a common standardized framework for national conferences.

I am asking National Council to reconsider this motion with an eye toward clarifying it.

- Cultivation of Relationships with Local Governments and Universities—creating relationships with local governments and universities are a challenge because the competition for time and resources is fierce. Getting attention is difficult and keeping attention is more difficult.
- Evaluation Methods for the National Conference

To fulfill the charge of identifying strategies and methods to collect evaluative

# ASPA Conference Filled with Learning Opportunities

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Christopher spoke about her pioneering career as an advocate of holistic (mind and body) health and the infusion of diversity concepts into public health care. She also talked about her role as a voting member of the President's Medicaid Commission.

"Dr. Christopher was able to provide me with important background information on public policy issues that impact the health and welfare of many of our citizens," commented Bill Solomon, chief of the Procurement and Warehouse Management Division of Miami-Dade Parks and Recreation, "She is an inspiration to many of us in the public service. I can only hope there are many more like her."

Closing the day was the Founders' Forum reception and dinner honoring ASPA member and preeminent scholar Herbert Kaufman, whose book *The Forest Ranger: A Study in Administrative Behavior* has influenced a generation of scholars.

Also recognized during the reception and dinner were 55 full-time undergraduate or graduate students who were awarded Founders' Forum Fellowships.

Sunday, day three of the conference, found attendees up with the sun to participate in the first full day of sessions. With anywhere from eight to twelve sessions running concurrently, attendees were sure to find a session of interest to them.

Day three also hosted the sixth annual Elliot Richardson Lecture. Co-sponsored by ASPA and the National Academy of Public Administration (NAPA), the lecture series was established to honor Richardson and the ideals of public service that he embodied.

Delivering the lecture this year was Chancellor Sean O'Keefe of Louisiana State University (LSU) and A&M College and former Administrator of NASA.

Citing the example of LSU in the days following Hurricane Katrina, O'Keefe told the audience how and why LSU became the site of the largest acute-care field hospital in U.S. history—offering sanctuary not only to local citizens, but to national law enforcement and health care agencies, as well as students from neighboring colleges and universities.

"Drawing on his extensive background in the White House and with NASA," notes attendee Carole Jurkiewicz, John W. Dupuy Endowed Professor and Women's Hospital Distinguished Professor at Louisiana State University, "O'Keefe put the Katrina disaster within the broader context of national emergencies, and established valuable guideposts for the future...for the nation generally and for institutions of higher learning in particular."

Immediately following the lecture was the fifth annual Gloria Hobson Nordin Social Equity Award Luncheon.

Given to a public administrator in recognition of distinguished contributions toward achieving fairness, justice and equity in government, this year's award recipient was Frank Peak, administrator of community outreach services with the Creighton University Medical Center Partnership for Health.

Speaking about his own experiences of racism and social equity during the Vietnam War as an African-American serving in the Navy and following the War as a civilian, Peak also told of his decision to join the Omaha Chapter of the Black Panther Party and "[stand] up for the social equity of black people."

Peak later enrolled in the MPA Program at the University of Nebraska at Omaha, which he said "helped legitimize" his work and led to his eventual career addressing health and health disparity issues.

"Frank Peak showed us how work and life experience, education and group association can make a difference not only in one person's life," remarked James Nordin, husband of the late Gloria Hobson Nordin and senior associate at Public Management Solutions, "but for society, through the impact on social equity."

The day came to a close as attendees gathered to watch ASPA honor the winners of various awards during its annual Awards Ceremony. The ceremony was followed by a wonderful Welcome Reception in downtown Denver, sponsored by the Graduate School of Public Administration (GSPA) at the University of Colorado, Denver.

Monday, day four, had attendees once again reaching for that first cup of coffee as they fortified themselves for another full day of concurrent sessions and workshops.

The day also saw another of ASPA's prestigious award luncheons—the National Public Service Awards (NPSA) Luncheon. Sponsored by both ASPA and NAPA, these awards pay tribute to exemplary public managers.

Winners of this year's awards were: Joan W. Bauerlein, director of Aviation Research and Development at the Federal

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MPA students learn to formulate an effective job search strategy during the standing-room-only MPA Student Summit held at the 67th National ASPA Conference. Summits were convened for both MPA and Doctoral students.



L to R: NPSA recipients Leonidas Mecham, Howard Young, Annabelle Lockhart, Keeper of the Flame award winner Thomas McFee, and NPSA winners Janed Pisano and Joan Bauerlein pose after receiving their awards.



Founders' Forum Fellows pose together outside the Founders' Forum Reception and Dinner during the 67th National ASPA Conference in Denver, CO, March 31-April 4, 2006. The 2006 ASPA National Conference in Denver featured a new initiative to attract students to the conference. Founders' Forum Fellowships were awarded to more than 50 full-time undergraduate or graduate students studying in any field relevant to public management. The fellowships enabled students to attend the Founders' Forum dinner on Saturday, April 1, 2006, and participate in the full conference for free. ASPA Chapters, sections and individual members nominated students for fellowships.

# 2007 Conference to be held in Washington, DC, March 24-27



Gloria Hobson Nordin Social Equity Award winner Frank Peak chuckles during his very interesting and inspirational acceptance speech. The award recognizes lifetime achievement and effort in the cause of social equity.

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Aviation Administration (FAA); Annabelle T. Lockhart, director of the Civil Rights Center of the U.S. Department of Labor; Leonidas R. Mechem, director of the Administrative Office of the U.S. Courts; Jane G. Pisano, president and director of the Natural History Museum of Los Angeles County and Howard A. Young, principal investigator at the Laboratory of Experimental Immunology at the National Cancer Institute.

ASPA and NAPA also awarded their Keeper of the Flame Award—given to a public manager who “keeps the flame” of public service alive even in retirement—to Thomas S. McFee, former assistant secretary for personnel at the Department of Health and Human Services.

Later in the day, the Society presented its annual Donald C. Stone Lecture. Established in 1995 by The ASPA Endowment, the lecture series was created to honor the memory of this public administration legend, charter member and past president of ASPA.

Delivering the lecture this year was Irene Sharp Rubin, professor emeritus of the Division of Public Administration at Northern Illinois University.

“Irene Rubin was in the audience at a panel discussion at my first ASPA conference in 1994,” remembers Reuben Leslie, CFO of the Special Projects Team at the Texas Department of State Health Services “Her collegial conscience-stirring at the 2006 conference reminded me that it is in dialogue and debate that individual members and ASPA are at our best. We can

give voice to public service ideals.”

The day came to a close as members participated in ASPA’s Annual Membership Meeting, an opportunity for the Society to share its current status with the membership. Conference attendees were then welcome to attend any of several receptions sponsored by various universities.

As the final day, Tuesday, of the conference dawned, exhausted and mentally saturated attendees gathered their thoughts and prepared for the inevitable goodbyes to old and new friends.

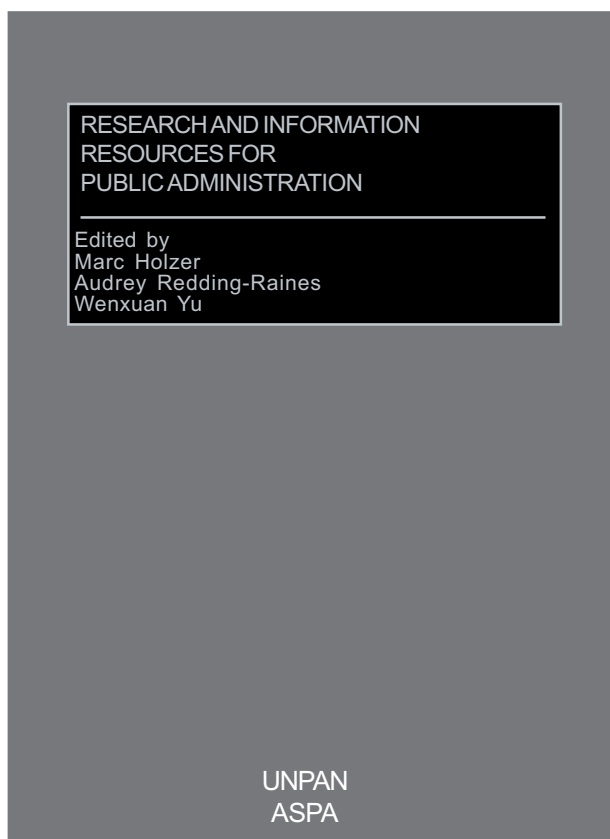
Highlighting the final day of the conference was a closing event that the Society hopes to institutionalize; a formal passing of the gavel from old president to new and an introduction of the Society’s incoming Officers and National Council members.

As attendee Allen Lomax, senior analyst for strategic issues at the Government Accountability Office said, “I cannot name just one event or session that was a highlight. The the learning and networking at the conference itself was the highlight. This included both the opportunity to hear from national experts and to chat with them personally later. It would take weeks or months get be able to converse with some many excellent people without the conference.”

All-in-all an educational, inspiring and exhausting five-day emersion into the science and art of public administration.

Long recognized as the only national conference to cover all of public administration, ASPA will present its 67th National Conference in Washington, DC, March 24-27, 2007. Join us.

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## Proposals for ASPA’s 68th National Conference will be accepted beginning May 1, 2006.

The deadline for submission  
is June 19, 2006.

Visit [www.aspanet.org](http://www.aspanet.org) for submission  
and guideline information.

## Theory vs. Practice

# Mad Professor Takes Office: Lessons on Voting and Getting Votes

### Icarus\*

*\*Please note that this is an occasional series. The author has requested anonymity in order that he may write freely about his experience serving in a local office.*

I have been on the City Council for a couple months now and am starting to realize just how much I do not understand about political dynamics. Here I am, a long time political junkie, and I am discovering that like so much else in this world, you don't really understand it until you experience it. This is participant observation at its finest, and one of the things I am observing is ME!

### Vote Trading?

I lost a vote 8-1 last week—with none of my "liberal" colleagues supporting me. This week I provided the swing vote, going along with the conservatives on a business tax limitation—knowing I was the swing vote.

While I think I truly supported the limitation, I also knew I wanted to "surprise" my colleagues who may have thought they knew how I would vote. Not a good reason to vote one way or another. I should be voting because of the merits of the issue, not because of previous votes and others' calculations.

I become aware of how vote trading can be very implicit, without saying anything, perhaps not even being aware of the trade. It's the rule of reciprocity. You do something for me and I feel obligated to do something for you. You vote against me on this issue and I feel like voting against you on some other issue. How horribly shallow and mean those feelings are. Can others really feel that same way?

### Appeal

Yesterday and today I spent a lot of time studying a zoning case that we will judge an appeal on Monday. I think I understand it now. I wonder how much time the others spent on it.

Who spends a lot of time and who just brushes through it briefly? I somehow doubt everyone digs down deep, and even if they do, will they understand it? I may have an advantage because of my academic experience plowing through reams of material and identifying key points. So how will I articulate myself? How can I present things so that others agree with me? Ultimately it is moot as we decide the issue on a timing technicality.

### Reconsideration

Roberts rules say any motion can be reconsidered, or voted on again, but only a member of the majority can ask for such reconsideration (the assumption being that it is useless to reconsider unless someone on the winning side changes their mind). Our City Council rules modify Roberts Rules by saying anybody can ask for reconsideration.

One of the more liberal members moved for a reconsideration of the business tax we voted on last week. But he provided no explanation or reason before the vote, and so it went the same—5-4—with me voting to reject reconsideration. The member was frustrated and said reconsiderations were

usually granted as a courtesy. He also said that the rules prevented him from explaining his rationale before the vote. That sounded odd to me.

I asked the city attorney about this the next day, and he said he was surprised the Mayor had not facilitated discussion on it—and that such discussion was certainly allowed. I talked later to both the mayor and the member about this—and neither seemed to focus in on the procedural issue.

Did they understand it already and ignore it? Did they not understand it? I can't tell. The main thing is that more experienced members don't necessarily understand procedure or the issues more than I. I assume they do, but that is not a sure thing.

### Compensation

Council members probably put in 6-20 hours a week, depending on their committee assignments and motivation. You can probably get by simply by attending the main meetings once every couple weeks. If you miss something like three or four in a row without an excuse, you can be thrown off the Council, but that's about the only limitation (and I don't think it has ever happened). Everything else is pretty voluntary. There are innumerable city meetings one could attend and countless community gatherings.

So far, I have not put in all that much time—in part because of not being on the Lands or Public Works committees—but once the budget season kicks in I am told I will be putting in a lot more.

The City Council is paid \$500 a month. [The mayor gets something like \$2,000], so at 10 hours a week that is about 12 bucks and hour—or at 20 hours a week 6 bucks. We get full health insurance coverage for self and dependents. That is significant, since it means I can drop my University coverage and save about \$3,600 a year. We also get a parking permit to park most anywhere without worrying about time. Those are the perks.

I am curious how this compares to other municipalities. I assume the larger the municipality, the greater the compensation. I talked with a colleague about local government officials in Russia and Eastern Europe, and she said such positions are VERY well compensated. If you get such a position, you are set.

What a difference in a country where it is more of a sacrifice to be in local government, than any great benefit. I say that—and then I wonder. I have heard of more than one local official accused of profiteering. Maybe just another sign of my naiveté.

### Open Process

Yesterday I attended a meeting on the building of the new High School. It was well attended by the public and media, even though they can't participate in committee meetings. Budget numbers were laid out—who pays what, when, where and how. It was pretty transparent.

A process like this seems to really limit the possibility of improprieties. Lots of others criticize open meetings laws, claiming they make compromises more

difficult. But at least at the local level, without party dynamics, I don't see that limitation happening.

### Takings

We made a zoning decision the other day that was really questionable in my mind, even though I voted for it. It raised the density of zoning in a land parcel while at the same time prohibiting development in one part which was wetlands. It remained D-3 (three units per acre) but on one side the actual density would be allowed to be up to five units per acre, while prohibiting it entirely on the other side.

Essentially, we changed the rules and prohibited development on private land. That seemed to be a "taking." The argument by the city attorney and community development staff, was that since density was raised in one section, the value of the whole parcel increased, and so you couldn't call it a taking. Yesterday a lawyer friend of mine said he didn't think the city attorney knew what he was talking about.

Legal issues are so iffy. And you never know until something goes to court. But I guess the main point for me was realizing that the city attorney may know something, but he is not necessarily a legal expert on everything. And he can be wrong. Whether or not he is on this issue, I don't know.

### Firearms Discharge Near Roads

We have an ordinance on the books which says you can't fire a gun within a quarter mile of a road—but we give an exemption for a wildlife refuge [inconsistent with its name—it is a place where you can hunt]. So we say firing a gun close to people and residences is dangerous—but we exempt the place where there are the greatest number of gun discharges—although it is

shotgun pellets and not bullets.

I asked the Lands committee to undertake hearings on this. It was my first real "action" and wouldn't have happened without me. That is interesting and a little heady. Before the meeting I called Lands chair and asked him if he was OK with Lands holding a hearing and he said OK. Then I called the mayor and said I would be asking for it and the Lands chair had said OK. I also chatted with the deputy mayor too. Bottom line—when I proposed it, it was approved—although not with any great enthusiasm from the others.

So, here was an issue that nobody else had much enthusiasm about since it had been raised in the past. But, because I cleared it with others beforehand, it will be addressed. I don't know if anything will happen, but at least it is going to be talked about.

### Mini Success

Monday I had a little success. The State Department of Natural Resources (DNR) is proposing to pass regulations allowing "mixing zones" in salmon streams. Mixing zones are places where treated or semi-treated wastewater is piped out to "mix" with clean waters. This is allowed in various places where it is deemed safe.

A year ago DNR proposed to change regulations interpreting the Clean Water Act to allow mixing zones in salmon streams. There was a lot of objection and the City passed a resolution opposing the proposed regulations. Now DNR is proposing revised regulations, mostly prohibiting those mixing zones but allowing them in certain supposedly safe situations. The proposed regulations have

See MAD PROFESSOR, pg. 21

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# ASPA Offers Long Term Care Insurance to Members Through its Insurance Program

## What Does Long-Term Care Cost?

The cost of Long-Term Care (LTC) depends on several factors, including where you live, what level of care you need and for how long.

Suffice it to say, LTC is expensive—costs can range from \$25-50/hour in your home for custodial care or up to \$200 per day in a nursing home. In fact, the 2005 national average cost of care for LTC-related services was \$70,000. Every indication is that LTC costs will continue to rise at a higher pace than inflation.

## Who Pays the Bills for LTC Services?

There are really only three ways to pay for LTC expenses: self-insurance (savings), Medicaid (welfare) or private LTC insurance.

Many Americans mistakenly believe Medicare will cover the LTC costs. Although Medicare does provide health coverage for many over age 65, it provides very limited LTC coverage. Here's what Medicare does pay:

- Medicare will pay for 20 days in a nursing home when you need skilled nursing care after at least three days in

a hospital.

- Days 20-100, Medicare pays only \$119.00/day to your skilled nursing bills
- After 100 days, Medicare pays nothing.

Note that Medicare never pays for custodial or intermediate care, which is the level of care most people need.

Medicaid does cover the cost of many types of LTC, but to qualify you must meet Medicaid's strict guidelines in your state. Guidelines do vary, but in most cases a person or couple must deplete their own resources before Medicaid starts paying.

Only certain facilities accept Medicaid patients, and once a person has reduced their assets and are eligible for Medicaid they lose control over what care services they receive and where they receive them. Medicaid was designed as a resource for those who could not otherwise pay for the own needs, it is not intended a national LTC financing tool.

## Long-Term Care Insurance

Long-Term Care Insurance has evolved and typically covers a broad range of

services including nursing homes, home health care, adult day care and assisted living facilities. LTC insurance is designed to protect the catastrophic costs associated with LTC while allowing you to keep your nest egg. Most LTC insurance policies have "triggers" to determine when your physical or mental condition is such that you are entitled to benefits.

If you cannot perform a certain number (often two of six) of the "activities of daily living" OR have a cognitive impairment you qualify for benefits. The customary activities in policies are bathing, dressing, toileting, continence, transferring (moving out a chair, bed, etc.) and eating.

In other words, LTC benefits don't start when you move to a "retirement" home, you must qualify for benefits by your policy's standards.

*ASPA offers Long Term Care insurance through our Insurance Program. Please call 1-800-882-5630 for more information.*

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May 1-7, 2006**

**Chapters/Sections:  
E-mail your PSRW  
event article to  
cjewett@aspanet.org**

## The Mad Professor is Elected to City Council

From MAD PROFESSOR, pg. 20

a public comment period that ends soon. So, I proposed that the City pass a resolution opposing this new iteration of mixing zones. It was brought up at a previous Council meeting and tabled until DNR could present their position, which happened at a special Council meeting last Monday.

So here is the thing—the resolution is scheduled to be addressed at a little publicized meeting, and DNR might be the only ones testifying. If that happens, I think the resolution is likely to be voted down. So I contacted a number of different conservation and fishing groups, making sure they knew this was coming up and that they would come and testify. In addition several of them contacted other Council members individually.

Bottom line—my resolution passed without objection—in other words unanimously. It only has a tiny impact. We are just telling DNR we object. But that is one more group/city opposing the regulations.

The interesting thing for me is that it SEEMS like it was something I was able to "engineer." I proposed the resolution. I contacted the environmental and fishing groups to make sure they attended and called other members. I did not get the feeling that the other members were all wildly in favor of it. A number of them do not like to oppose the current political administration. But they did not oppose it in the face of the united opposition of the various citizen groups.

So I had a little victory...I think.

### Smoking

Last night's Council meeting was mostly uneventful. The consent agenda was passed without objection. Other issues

went by without any problem. Then we had another issue where I was on the short end of an 8-1 vote.

The City passed an anti-smoking ordinance several years ago, prohibiting smoking in most public areas and retail establishments. But we allowed bars to delay for several years. The State licenses bars but allows municipalities to "protest" license renewals. The City usually does that when the establishments are not abiding by zoning, health or fire regulations.

Here is the rub—the ordinance specifically differentiated between bars and bar/restaurants. Bar/restaurants need to comply immediately. Now a number of bar/restaurants are claiming to be bars under state ordinance—and thus not needing to comply with the city ordinance for several more years.

I wanted to protest the license renewals because the establishments were ignoring our ordinance. Another councilman moved to "table" the protest for a year and allow city staff to talk with the establishments and advise the Council on our legal options. I opposed the tabling since I thought it was avoiding the issue and lost 8-1. Essentially, most of the Council will vote for anything that allows the staff to try and "work out" problems or compromises. I am normally in favor of that approach, but in this case it just seemed like delay.

The manager spoke at the meeting and said that enforcement of the ordinance was "low" on the police's priority list. That is understandable—but then how will the ordinance be enforced? The manager called me up afterwards to try and explain himself more. He essentially said he didn't have the resources to enforce the ordinance. I asked him what he would do in two years when the full ban took effect and he had no answer.

One thing it brought home was that the separation of legislative and executive branches is quite different in council/manager systems. There is no elected executive and the part-time citizen council normally defers to the knowledge and expertise of the manager.

The legislature (Council) is somewhat helpless in the face of executive knowledge and power. Of course, there is the budget power. And, of course, I am complaining after being defeated 8-1.

Another lesson might be the importance of mobilizing citizen support. Last week the Council was not enthusiastic about opposing the state regulations on mixing zones, but we had a lot of public participation—particularly organizations—opposing the regs. This time there was no organized citizen input. So the Council felt more comfortable backing off ordinance enforcement.

Here is also another example of the lack of separation between politics and administration. Take an ordinance like the anti-smoking ordinance. It was passed because of the tireless efforts of a group of policy entrepreneurs. They built up a case and a lobbying effort that the Council found difficult to ignore.

But now comes implementation. Who will do it? Where will the resources come from? Unless the anti-smoking coalition perseveres through implementation, the policy will not have much effect. Public managers may, through a variety of familiar bureaucratic techniques, delay and protest the lack of resources, and perhaps block the legislature's policy. It will be fascinating to see what happens in two more years when the city-wide ban takes effect.

# Society Continues Work Toward Strategic Goals

From REPORT, pg. 17

information from members attending national/regional/state conferences, PeSG member Claire Mostel contacted and received responses from: Florida League of Cities (FLC), Florida City and County Management Association (FCCMA), ABFM, ASPA, and the American Public Works Association (APWA).

- Ways to Make ASPA an Effective Voice for Professionalism, Policy, and Ethical Management

A review of professional association websites reveals a wide variety of strategies for increasing the organization's visibility and credibility. Practitioner associations tend to use "service" strategies both to recruit members and build reputation; scholarly organizations tend to use policy studies and scholarly events. Given that ASPA covers both, it should seek ways to use its diversity as a platform for visibility and credibility in the larger community, and it must market its strategies to the community.

**Goal 3—Foster inclusive communications among those who serve the public. Our Strategic Plan identifies key topic areas that we want the world to think of when they think of ASPA—performance and accountability, ethics, professionalism, and social equity. Lead Steering Group—Pride.**

- Accountability and social equity are important values espoused by ASPA and are being advanced in many ways. The Center for Accountability and Performance is preparing a series of case studies on accountability that will be published and disseminated to the membership and the public at large. Social equity issues surfaced in the Hurricane Katrina debacle and are likely to be documented by the Katrina Task Force mentioned earlier. ASPA's Executive Director is also working with NAPA's Social Equity panel to address social equity issues of mutual concern.

**Goal 4: Find ways to enable those who serve the public to be current and effective. Lead Steering Group—Performance.**

- The conference attracted more than 1,100 participants. The conference was streamlined with fewer committee meetings. National Council sessions were moved to Saturday, April 1st, and Tuesday, April 4th, to enable members to observe the work of council.

One new practitioner feature at the 2006 conference was a cooperative program with the International City/County Management Association that focused on measuring organizational performance. Nearly 100 city management professionals registered for the program.

- The CAP accountability book project also contributes to this goal as does the CAP book *Meeting the Challenges of Performance-Oriented Government*. A CAP website is also under discussion that once online will assist public managers stay abreast in this important field. The CAP corners published in the *PA TIMES* are also helpful contributions to promot-

ing accountability and performance.

**Goal 5: Grow the society membership and ensure its financial viability. Lead Steering Group—Capacity.**

I charged the Capacity SG to review, recommend, and initiate steps to achieve both membership growth and financial viability. Such steps include (a) identifying and implementing measures to grow the membership, especially the sections as there has been a marked decline in section membership across the board, (b) reviewing life-long membership in ASPA, (c) assessing the size and mix of students, academics, practitioners, and international members in relation to membership revenues, and (d) recommending measures to increase the number of university-based student affiliates.

The Capacity SG recommends a strategic overview of chapters and sections by a Council appointed Action Team to resolve issues such as minimum size needed to be viable, the criteria for creating a chapter/section, cost to ASPA to support sections, role of sections as potential revenue centers for ASPA and the role of journals in success of sections.

- Membership challenges continue to task all. As of December 31, 2005, the membership was 8,452—a decrease of 7 percent since December 31, 2004. Several efforts were taken as noted in the Executive Director's report to turn this situation around. An every "Member-Get-A-Member" campaign was launched earlier this year. And as President, I initiated a "Reach Out" campaign. I called on all members, especially National Council and chapter/section leaders, to communicate personally with as many members (primarily new and those whose membership has expired) as possible.

- Financial challenges also were present over the past year. The Executive Director reports that the year held all the expected and unexpected consequences that come with change and staff turnover. The finance director's abrupt resignation did not allow for smooth transition planning, which would routinely occur with the departure of someone in such a key position. Nonetheless, all accounts payable and receivable are current. Among the most pressing need is to bring all financial operating systems up to date in order to generate current and timely reports.

- Inasmuch as our strategic plan is a living document, I established a Governance Review Task Force. The Task Force is reviewing all aspects of the current governance structure with a particular focus on the interaction between Steering Groups, committees, and task forces. One matter under consideration is to determine whether or not the current number of Steering Groups (three) is sufficient.

- I charged the Finance Committee to (a) continue providing excellent budgetary and financial oversight and guidance, (b) find new revenue streams, (c) review the need for an increase in the life membership fee, (d) in cooperation with the Executive Director and the Denver conference management team, find a

way to decrease the annual conference registration rates, and (e) assess the revenues from online advertising with an eye toward its appropriateness for a professional association.

## FINAL COMMENTS

I trust this report is informative and helpful. I also trust that you share with me the goal of making ASPA the professional association of "first-choice" for students, practitioners, and scholars.

I am fully confident that the leadership team of Wendy Haynes, Harvey White, and Don Klingner that follows on after my watch along with our excellent

Executive Director Toni Samuel and staff will provide the direction that ASPA needs to move in order to overcome the challenges noted here.

But, and it's an important but, they cannot march alone. It will take the entire ASPA membership along with a committed National Council to get the job done. Are you ready to go to work? As Johnny Cash and June Carter sang to one another—"time's a wasting."

*ASPA member Donald C. Menzel is professor emeritus of Northern Illinois University and immediate past president of ASPA. E-mail: dmenzell@tampabay.rr.com*

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*Published in association with ASPA'S Section on Public Performance and Management and the National Center for Public Productivity (Rutgers University-Newark Campus)*

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## New ASPA Members

**ASPA welcomes the following new members in the month of March 2006.**

***Please note: members rejoining ASPA are not included on this list.***

Adrianna Cahill	Alaska	Robert McManus	Long Island	C W Mullen	Oklahoma
Catherine R. Eden	Arizona	Annie Dixson	Los Angeles Metro Area	Douglas W. Rex	Oklahoma
Bernard Reyes	Arizona	Alejandro Gonzalez	Los Angeles Metro Area	Jeffrey Robey	Oklahoma
William Breckenridge	At Large Member	Ann Kerman	Los Angeles Metro Area	Tammy M. Stoliby	Oklahoma
H. Hjorth Harville	At Large Member	Regina D. Pierre	Los Angeles Metro Area	Thomas Edward Tollett	Oklahoma
Wendy Darling	Auburn Alabama	Michael A. Timbleson	Los Angeles Metro Area	Margaret E. Banyan	Oregon/SW Washington
Tresalyn Samuel Collier	Auburn Alabama	Chrisitan Valtierra	Los Angeles Metro Area	Reilly Hirst	Oregon/SW Washington
Terrence Fluharty	Centex	Wendell Piper	Louisiana	Gregory Johnson	Research Triangle
Gina Marin	Central California	Robert Cofer	Lower Hudson Valley	John B. Stephens	Research Triangle
Amy Bissonnette	Central Florida	Wendy Hadfield	Maryland	David S. Farley	Sacramento California
Anthony Sheppard	Central Florida	Karl Josef Lettow	Maryland	Kevin Simpson	Sacramento California
Aimee Smith	Central Florida	Huguette Mboumba Moussodou	Maryland	La Donna Harris	San Francisco Bay Area
Anissa' K. Tripplett	Central Illinois	Kenneth Rice	Maryland	Catherine Moller	San Francisco Bay Area
Joseph A. Merrill	Central New York	James Smith	Massachusetts	Charles Paisley	Santa Clara Valley
Linda Montano	Central Ohio	Betty Somers	Miami Valley	Amber Edelen	Siouxland SD
Barbara Patton-Walker	Central Ohio	Jerry Lawler	Michigan Capital	Dustin Garber	Siouxland SD
Roberta Gautsch	Central Pennsylvania	Marissa E. Champion	Minnesota	Angelique Bestard	South Florida
Mary Clark	Chicago Illinois	Andrew Levi	Minnesota	Marie Elianor	South Florida
Rachel Johnson	Chicago Illinois	Joe Adams	Mississippi	Byron Hoffman	South Florida
Luke Jones	Chicago Illinois	Jason F. French	Mississippi	Dayna McDaniel	South Florida
Martin J. Luby	Chicago Illinois	Tresalyn Samuel Collier	Montgomery Area	Donna Peyton	South Florida
Gregory Anderson	Cleveland State University Affiliate	Wendy Hadfield	National Capital Area	Alberto Torres	South Florida
George Busenberg	Colorado	Suellen Terrill Keiner	National Capital Area	Edna Davis	South Texas
Jeffrey Hart	Colorado	Chris Niedermayer	National Capital Area	Fred Ensinger	South Texas
Nancy Lipski	Colorado	Andrew Wasilisin	National Capital Area	Robert Marraro	South Texas
Maureen Waller	Colorado	Andrea Connor	New Jersey	Judith Moya	South Texas
Christine Rocco	Connecticut	Cary Weiner	New Mexico	Deirdre Murphy	South Texas
Hannah Messner	Delaware	Garry Enriquez	New York Metropolitan	Patricia K. Pate	Southern Nevada
Tarron J. Richardson	Delaware	Abderrahmane Hassani-Alaoui	New York Metropolitan	Chris R. Gentry	Tennessee
Jason Maciejewski	Detroit Metropolitan Area	Susan H. Morris	New York Metropolitan	Nicole Lucas	Tennessee
Kelly A. Burr	Empire State Capital Area	Christina Post	New York Metropolitan	Vivian Martin	Tennessee
Robert M. Purtell	Empire State Capital Area	Stephen Schwimmer	New York Metropolitan	David Carlin	Treasure Coast
Celina Verme	Evergreen	Anthony Sheppard	New York Metropolitan	Jason F. French	Troy State University Montgomery
Julie Holloway	Georgia	Alana M. Smith	New York Metropolitan	Peggy L. Acomb	Utah
Tamar Kakulia	Georgia	Dennis C. Smith	New York Metropolitan	James Mayfield	Utah
Vilma Wallace	Georgia	Orapin Sopchokchai	New York Metropolitan	Steven Schneider	Utah
Ryan Young	Georgia	Kirstin Swanson	New York Metropolitan	Kaydee Shakespear	Utah
Margaret Tonkin	Greater Akron	Richardeanea Theodore	New York Metropolitan	Glenn McRae	Vermont
Gerry Calk	Greater Kansas City	Angela Villar	New York Metropolitan	Shelley Warren	Vermont
Tina Mattix	Greater Kansas City	Krystal C Barnes	North Florida	Robbie Mitchell, Jr.	Virginia
Neal McGregor	Greater Kansas City	Nancy Lipski	North Florida	Dennis C. Parker	Virginia
Robert Jeffries	Greater Rochester	Danika C. Chevalier	North Texas	Patience Land	West Virginia
Melanie Post	Greater Rochester	Neona R. Rhodes	North Texas	Jason C. Sides	West Virginia
William McDaniel	Gulf Coast	Linda A. Taylor	North Texas	Jeffery Wunn	Wisconsin Capital
Melissa Dickens	Hampton Roads	Jeff Wheeler	Northeast Florida		
Douglas Irwin	Hampton Roads	Jeremy Apothecker	Northeast Ohio Regional		
Tony Torres	Hampton Roads	Vern A. Blaze	Northeast Ohio Regional		
Jana Chang Michel	Hawaii	Cathy Lardieri	Northern New Jersey		
Raymond C. Sullivan	Houston Area	Christopher J. Shorter	Northern New Jersey		
Andrew Forman	Hudson Valley	Carol Jackson	Northern Virginia		
Michael Gaffney	Inland Northwest	Amanda Greep	NYU - Wagner Chapter		
Hsi-Kai Cheng	International Electronic Membership	Michael Thomas Breslin	Oklahoma		
Chung-Pin Lee	International Electronic Membership	Nathan Daniel Brown	Oklahoma		
Zhou-Peng Liao	International Electronic Membership	Mark Davis	Oklahoma		
Candie McAlpine	Iowa Capital	Wilbert Edgerton	Oklahoma		
John Hennig	Long Island	Kwang-Hoon Lee	Oklahoma		

# CAREERCENTER

## The ABCs of Internships

The federal government offers a wide range of opportunities for summer internships as well as employment opportunities during the school year. They offer excellent opportunities to make contacts within government while working in a field that interests you – and, in some cases, you can get school credit, too. Internships can also give you a leg up in landing a full-time government job after graduation.

### A. Finding Federal Internships

Federal agencies aren't required to post their student opportunities in one central place, so finding specific internships can get a little tricky. For instance, internships at the Immigration and Naturalization Service's field office in New Orleans may not be listed on the INS site.

In addition to using the resources at your college career center, try these Web sites to learn what opportunities are out there: A Call to Serve, Studentjobs.gov USAJOBS, and e-Scholar. This site also information on internships available at the White House and in the various cabinet departments, independent agencies and the Smithsonian Institution.

If you already have a good idea of what type of work you're interested in, surfing through specific cabinet department and agency Web sites can also help you find the right internship.

If you're not finding what you're looking

for online, there's always the old fashioned way: picking up the phone and calling the agency you're interested in. Ask to speak with someone in charge of the internship program, and ask them about available positions and for a description of intern duties. It's important to know not only what the agency does, but also what type of work it will entrust to interns, so that you and your future employer are on the same page.

### B. Student Employment Opportunities

There are two main types of student employment opportunities in the federal government, both of which offer flexible work schedules and enable students to work year round:

- The Student Temporary Employment Program (STEP) allows students to get paid part-time job during the school year or a summer job, and it does not need to be related to your major.
- The Student Career Experience Program, sometimes referred to as the Co-op program, offers work experiences directly related to your major and provides formal periods of work and study while you're attending school. It is more formalized than the STEP program as it requires commitments from your school and the agency as well.

### C. Internship Placement Agencies

There are several nonprofit organizations that help place students in internships

with federal offices, including these three:

- *The Washington Center for Internships and Academic Affairs* places students in internships with federal government and private and nonprofit employers. Over the past five years, more than 35 percent of The Washington Center's roughly 5,000 interns served in federal agencies, the White House and congressional offices. See <http://www.twc.edu/>
- *The Hispanic Association of Colleges and Universities (HACU)* has placed 3,400 undergraduate and graduate students in federal agency internships nationwide since 1992. While the majority of participants are Hispanic, Asian Americans, African Americans, and American Indians have also served in the HACU National Internship Program. See [http://www.hacu.net/hacu/Default\\_EN.asp](http://www.hacu.net/hacu/Default_EN.asp)
- *The National Association for Equal Opportunity in Higher Education (NAFEO)*, as association of Black Colleges and Universities, places students in a wide range of federal offices, though the Departments of Health and Human Services and Transportation have been particularly enthusiastic in their use of the program. Other agencies partnering with NAFEO include the Departments of Defense, Labor and Interior, and NASA and the Environmental Protection Agency. See <http://www.nafeo.org/>

## Internships

### Congressional Fellowships on Women and Public Policy

This program provides fellowships opportunities to a select number of graduate students with a proven commitment to equity for women. Fellows gain practical policymaking experience and graduate credit as they work from January to August as Congressional legislative aides in Washington, DC.

**Sponsor:** Women's Research and Education Institute

**Discipline:** All disciplines

**Location:** Washington, DC

**Duration:** January-August

**Awards Made:** 6 to 10/year

**Payment:** \$1300/month, plus up to \$1500 is tuition reimbursement

**Student Status:** Only students who are currently in, or have recently completed, a graduate or professional-degree program at an accredited institution in the United States are eligible.

**Application Deadline:** 20-May-06

### Smithsonian Institution Internships

Dozens of summer and general internships available to students, college graduates and graduate students focusing on African American culture, air and space, American Indian history, art, archeology, architecture, ecology, design, history, horticulture, Native American culture, natural history and tropical resources, among other fields.

**Location:** Most positions are located in Washington DC, but positions in other domestic and international locations are also available.

**Deadline:** Application deadlines differ by internship

**Contact:** Office of Fellowships Smithsonian Institution PO Box 37012 Victor Bldg, 9300, MRC 902, Washington, D.C. 20013-7012, [www.si.edu/ofg/intern.htm](http://www.si.edu/ofg/intern.htm)

### Federal Student Educational Employment Program

This program offers student employment opportunities with the U.S. Department of Agriculture (USDA) throughout the year.

**Contact:** Contact the Department of Agriculture (USDA) Student Program Managers at (202) 720-7168.

**Website:** [www.usda.gov/da/employ/careerop.htm#STUD](http://www.usda.gov/da/employ/careerop.htm#STUD)

## FYI...

### Walden University Launches First Online School of Public Policy and Administration

#### Creates Government Employees Scholarship Program to Support Leadership Development

Minneapolis, MN—Walden University, with the first fully online public administration school in the nation, has created a public administration curriculum that addresses an urgent need to develop a larger pool of professionals with enhanced critical thinking, problem-solving skills and cultural competence. Research shows that government faces a retirement drain in the years ahead, just at a time when our public sector faces increasing need for resources.

To further support this effort, the school has created a scholarship program available to current federal, state and local government employees, designed to assist the efforts of the government sector.

Mary R. Hamilton, former executive director of the American Society for Public Administration (ASPA) said, "There is a great need for skilled public managers in today's evolving public sector. New managers will require different skills to address issues such as the management of networks of providers to

deliver public services, the effects of globalization and the communications/technology revolution on local communities, the need to build and support civic culture, and the need to refocus on the common good. Walden's program addresses these needs."

As the first accredited university to offer a dedicated online School of Public Policy and Administration, Walden has seen significant growth in student enrollment and has created numerous master's and Ph.D. specializations within the school, including the addition of a new specialization in Criminal Justice at the master's and doctoral levels beginning in June 2006. The stand-alone School of Public Policy and Administration was created at the end of 2005.

*Employees in federal, state or local government who are interested in Walden's scholarship program may call to speak to an enrollment advisor at 866-492-5336 or visit [www.WaldenU.edu](http://www.WaldenU.edu).*

### One-Stop Career Centers

The Department of Labor has launched One-Stop Career Centers, an integrated system of local centers where individuals can access high quality local information on available jobs, skill requirements and training provider performance. Each One-Stop Career Center offers services ranging from self-service activities to more

concentrated staff-assisted services. All the One-Stop services are free.

*To find a One-Stop Career Center near you see <http://www.servicelocator.org/>*

*To learn more about One-Stop Career Centers and how they can enhance the services you offer at your organization see <http://www.dol.gov/cfbci/employment-assistance.htm>*

**Do you have an item appropriate for Career Center FYI?**

**email**  
**[cjewett@aspanet.org](mailto:cjewett@aspanet.org)**



# CAREERCENTER

## Pay It Forward...

### Career Advice from an ASPA Member

Don Klingner

#### Getting the Benefits You Need from Work

Whether you're just starting your public service career as a new grad or moving into it as a mature professional, you'll get lots of advice. These suggestions focus not on finding jobs or working into them, but on an area often overlooked—getting the benefits you need from work.

Today's economy reflects a shift by private corporations away from pensions and health benefits. Many public agencies are now under increasing pressure to do likewise.

While it's easy—and somewhat accurate—to blame this trend on pressures to maintain corporate profits by shifting health care and retirement costs onto public programs like Medicare and Social Security, the biggest culprit is demographics.

As "baby boomers" born between 1946 and 1964 approach retirement, relatively fewer younger employees are pay into Social Security and other defined benefit

pension systems. As both average life expectancy and health care costs continue to increase, something's got to give.

Here are some tips that may help you avoid getting caught in this crunch:

- *Retirement planning is a "three-legged stool"*—Social Security, employer-sponsored pensions, and personal savings. Individual retirement accounts (IRAs)—called 401(k), 403(b), or supplemental retirement annuities (SRAs)—let you put away money that accumulates interest on a tax deferred basis. The sooner you start and the more you can save, the better off you will be.
- *Health insurance is complex; medical emergencies or accidents can be disastrous.* The variety of health care plans is bewildering, but you need some coverage against catastrophic illness or injury.

If your employer contributes some of the premiums, compare alternative health insurance policies side by side to try and assess their strengths and weaknesses.

If your employer provides no health insurance coverage, or if you are working as an independent contractor, see what kind of coverage you can get based on your parents' or spouse's employment.

If you can't find coverage through an employer, investigate options through professional associations like the American Society for Public Administration. Any group coverage you can get is likely to be cheaper than individual policies.

Check the Internet as well. When I googled "online insurance quotes," I got 63 million hits in .37 seconds. Your employer may also offer accounts that allow you to pay health care costs in pre-tax rather than after-tax dollars.

- *Life Insurance: When you think about it, life insurance is counter-intuitive.* You pay the premium betting you're going to die; the insurance company accepts the policy betting you're going to live. And most of the time, you do. So employers and professional associations (like ASPA)

offer term life policies that are very cheap for those in their 20s and 30s.

- *Long-term Disability: As you get older, disability is a more pressing issue.* Remember to "bank" your annual and sick leave if at all possible—the longer the waiting period before this insurance kicks in, the less it costs.

For more information about any of these tips, seek the advice of your employer's personnel office or benefits counselor. If you don't, nobody will do it for you. You're in charge, and it's your future!

*ASPA member Don Klingner is a professor in the Graduate School of Public Affairs at the University of Colorado, ASPA vice president, former chair of the Section on Personnel and Labor Relations, co-author of Public Personnel Management (5th edition 2003), and a former management intern and staffing specialist with the U.S. Civil Service Commission.*  
E-mail: [dklingner@aspanet.org](mailto:dklingner@aspanet.org)

## Grant Programs

### 2006 Mobile Government Grant Program: Coastal Communities

Totaling more than \$96,000, the ESRI and Trimble software, hardware, and training grants will be awarded to a total of 10 state, regional, and local governments within the United States. The grant program is open to all disciplines engaged in activities that serve coastal communities.

The grant program has been established with two goals in mind. The first objective is to provide assistance to state, regional, and local government agencies in establishing 10 models that demonstrate concepts related to the development and implementation of innovative GIS and GPS applications aimed at improving government processes. The second objective is to

provide reusable applications that can be shared between governments with similar projects via ESRI's public domain Website.

The ESRI and Trimble Mobile Government Grant Program is a vehicle that provides additional applications specific to mobile government. Applications developed by the grant recipients will be posted on the ESRI public domain Web site beginning in November 2006. Government agencies can visit this Web site to download applications that have been posted throughout the past year and exchange ideas on issues that affect their communities, helping them better serve the public. Through this grant program and the ArcPad public domain Web site, governments can continue to meet their objectives via the open exchange of ideas and shared resources.

*To learn more about the ESRI and Trimble Mobile Government Grant Program: Coastal Communities, visit [www.esri.com/grants/mobilegovt](http://www.esri.com/grants/mobilegovt).*

## Employee Engagement and Diversity Satisfaction Linkage Identified

*Chicago*—Does employees' satisfaction with workplace diversity positively impact employees' overall satisfaction with their jobs? Consultants and academics alike have long believed there to be a relationship between workplace diversity and employee satisfaction. But, many questions regarding the legitimacy of this relationship have largely remained unanswered.

Kati LaBeaume, senior statistician with HR Solutions, conducted a study using extensive employee data (over 10,600 completed Employee Opinion Surveys from 18 organizations, all surveyed within the last three years).

Using three of its most popular diversity survey items, LaBeaume discovered a correlation between diversity satisfaction and Overall Job Satisfaction/Engagement. In fact, the findings indicate that a positive and significant relationship does exist between job satisfaction and employees' satisfaction with diversity.

Kevin Sheridan, CEO of HR Solutions, declared how employers should take these factors into consideration while looking into employee job satisfaction. "Brushing off the importance of workplace diversity is a thing of the past; this study provides ground-breaking evidence that diversity

satisfaction is a key component of employee satisfaction."

Each of the three diversity items in the study centers on the idea of fair treatment or equity. Other research findings on the subject of equity and diversity parallel HR Solutions' findings. For example, David Pollitt (2005) found that in environments that foster inclusion (of which equity is a large part) were found to:

- Promote innovation.
- Create a safer work environment.
- Drive employee engagement, commitment, and pride.
- Positively impact customer satisfaction.
- Benefit financial performance.

"Given the clear relationship found between employee satisfaction with diversity and employee engagement, the future focus should hinge on increasing employees' perceptions of diversity efforts, thus leading to increased levels of employee engagement and reduced turnover," notes Kevin Sheridan, "Chief Executive Officers and General Managers who have discounted the importance and value of diversity efforts can no longer afford to do so."



Looking for a job in public service?

[www.aspanet.org](http://www.aspanet.org)

# 2007 Election Nomination Period Opens May 1

• **Electoral District 1**—Connecticut; Delaware; Maine; Massachusetts; New Hampshire; New Jersey; New York; Pennsylvania; Rhode Island; and Vermont

• **Electoral District 2**—District of Columbia; Indiana; Maryland; Ohio; Virginia; Virgin Islands; Puerto Rico and West Virginia

• **Electoral District 3**—Alabama; Arkansas; Florida; Georgia; Kentucky; Louisiana; Mississippi; North Carolina; South Carolina; and Tennessee

• **Electoral District 4**—Colorado; Illinois; Iowa; Kansas; Michigan; Minnesota; Missouri; Nebraska; New Mexico; North Dakota; Oklahoma; South Dakota; Texas;

and Wisconsin

• **Electoral District 5**—Alaska; Arizona; California; Hawaii; Idaho; Montana; Nevada; Oregon; Utah; Washington; and Wyoming

## ASPA ELECTION CALENDAR

### 2006

May 1  
*Recommendation period opens*

July 31  
*Deadline for receipt of recommendations*

August 15  
*Nominating Committee selects slate*

September 1  
*Nominees announced in PA Times*

October 16  
*Petition period for nominees closes*

November 15  
*Ballots mailed*

### 2007

January 15  
*Deadline for receipt of ballots*

January 22  
*Ballots counted*

February 1  
*Results announced in PA TIMES*

February 10  
*Appeals period for elections ends*

March 26  
*Election results announced at ASPA National Conference*

## ASPA's 2007 National Council Recommendation Form

Vice President \_\_\_\_\_

Electoral District (✓ one) 1 \_\_\_ 2 \_\_\_ 3 \_\_\_ 4 \_\_\_ 5 \_\_\_

### General Information

Name: \_\_\_\_\_

Gender: Male \_\_\_ Female \_\_\_ Date of Birth: \_\_\_\_\_ Ethnicity: \_\_\_\_\_

Title: \_\_\_\_\_

Place of Employment: \_\_\_\_\_

Address: \_\_\_\_\_

City, State, Zip: \_\_\_\_\_

telephone: \_\_\_\_\_ fax: \_\_\_\_\_ e-mail \_\_\_\_\_

### Educational/ASPA Information

Number of years as ASPA member: \_\_\_\_\_

Current chapter membership(s): \_\_\_\_\_

Current section membership(s) \_\_\_\_\_

Has the individual served on National Council \_\_\_

If yes, dates and position(s) served: \_\_\_\_\_

Highest educational level achieved: \_\_\_\_\_

If nominated, is individual willing to serve? \_\_\_\_\_

### Other Information

The following information should be submitted on a separate sheet of paper.

- Contributions to ASPA such as offices held in chapters and sections, service on national committees, regional and national conference participation and publications.
- Contributions to the field of public administration.

Recommended by: \_\_\_\_\_

Daytime Phone: \_\_\_\_\_ fax: \_\_\_\_\_

Representing: \_\_\_ Chapter \_\_\_ Section \_\_\_ Self

Indicate the name of the Chapter/Section if recommendation is by vote of a Chapter/Section:

I hereby certify that the information is accurate:

Name \_\_\_\_\_ Signature: \_\_\_\_\_

Return Recommendation Form by July 31, 2006 to:

**ASPA Nominating Committee, 1301 Pennsylvania Ave., Ste. 840, Washington, DC 20004 or Fax to (202) 638-4952**

# The Recruiter

WHERE EMPLOYERS AND JOB SEEKERS MEET.

Announcing...

a new publication from ASPA

## Public Administration

with an

# Attitude

by H. George Frederickson

Available for adoption in Spring 2006 classes.  
To order your review copy, call 202-585-4313.  
Order now. Review copies are limited.

*Public Administration with an Attitude*  
approx. 220 pages — \$14.95 softcover  
© 2005 American Society for Public Administration

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

Students preparing for public service careers will benefit not only from the wisdom and insight in *Public Administration with an Attitude*, but from the pervading theme of the honor and dignity of public service.

Practicing public servants will enjoy the rich use of examples, the telling of great public administration stories, and especially the descriptions of public administration heroes and heroic moments.

This book is a lot more interesting than a spreadsheet (...and more accurate)!



## UNIVERSITY POSITIONS

### Assistant Professor Department of Public Policy & Administration University of Maine

The Department of Public Policy and Administration at the University of Maine invites applications for a fixed-length appointment at the assistant professor level, beginning September 1, 2006. Initial appointment will be for one year with the potential for renewal. Prefer doctorate or ABD in Public Administration or a closely related field, with some experience in teaching and research potential. Candidates should be able to teach graduate courses in information technology and public policy and/or methods of analysis, and an undergraduate introductory course in public administration. Responsibility for one course at off campus MPA program at the state capital. Other secondary substantive policy and management areas of specialization also considered. Salary commensurate with experience and qualifications. Send letter of application, curriculum vitae, transcripts, and names and phone numbers of three references to G. Thomas Taylor, Chair, Department of Public Policy and Administration, 5754 North Stevens Hall, University of Maine, Orono, Maine 04469-5754, fax # 207-581-3039. Review of applications will begin immediately and continue until a qualified pool of candidates is selected.

The University of Maine is an affirmative action, equal employment opportunity employer. Master of Public Administration Program is NASPAA accredited.

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## LOOKING FOR USEFUL INFORMATION ON PERFORMANCE MEASUREMENT AND MANAGING FOR RESULTS?

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*Meeting the Challenges of Performance-Oriented Government* brings together the experience and insights of practitioners and academics who are active participants in performance measurement initiatives at all levels of government and in the nonprofit sector. This volume addresses the opportunities and challenges that managers, elected officials and citizens face as governments and nonprofits focus more on performance measurement and reporting. *Meeting the Challenges of Performance-Oriented Government* includes articles by *Cheryle Broom, Sharon Caudle, Paul Epstein, Stuart Grifel, Michael Hendricks, Edward T. Jennings, Jr., Philip G. Joyce, Cheryl Simrell King, Allen Lomax, Martha Marshall, Christopher Mihm, Kathryn Newcomer, Beryl A. Radin, Susan Sieg Thompkins, Joseph S. Wholey, and Lyle Wray.*

#### Ordering Information:

Copies are \$25 each and may be ordered on-line through the ASPA store or by contacting Delores Toye at 202-585-4319, [dtoye@aspanet.org](mailto:dtoye@aspanet.org), or Darryl Townsend at 202-585-4308, [dtownsend@aspanet.org](mailto:dtownsend@aspanet.org). Minimal shipping and handling charges also apply.

### SPECIAL OFFER!

First published in 1998, *Performance Measurement Concepts and Techniques* brings together the experience of some of the country's top performance measurement consultants and trainers in a workbook especially designed for MPA classroom instructors, workshop trainers, and managers who manage for results. Copies are \$15 each; orders of 12 or more are only \$9 per copy.

Order both *Meeting the Challenges of Performance-Oriented Government* and *Performance Measurement Concepts and Techniques* for \$37, a savings of \$3 off the individual prices.

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Contact: Christine McCrehin  
[cjewett@aspanet.org](mailto:cjewett@aspanet.org)

## Looking for a public service job?



[www.aspanet.org](http://www.aspanet.org)

# CONFERENCE CALENDAR

## May 2006

**11-13 The 14th NISPAcee Annual Conference "Public Administration and Public Policy in Emerging Europe & Eurasia: For Professionalism, Impartiality and Transparency"**  
Location: Ljubljana, Slovenia  
More Info.: [www.nispa.sk](http://www.nispa.sk)

**22-24 Substance and Politics of Cross-Boundary Reform: The Design and Implementation of IT-Related Portfolios**  
([www.ksg.harvard.edu/execed/lnwportfolio](http://www.ksg.harvard.edu/execed/lnwportfolio))  
Location: Cambridge, MA  
Contact: [jessica\\_engelman@harvard.edu](mailto:jessica_engelman@harvard.edu)

**23-25 CPM 2006 West Conference**  
([www.contingencyplanning.com](http://www.contingencyplanning.com))  
Location: Las Vegas, NV  
Contact: [twitterpublishing.com](http://twitterpublishing.com)

### June

**1-3 A Performing Public Sector: The Second Transatlantic Dialogue**  
A cooperation of ASPA's SPMM and its European counterpart at EGPA.  
Conference Website:  
[www.publicmanagement.be/performance](http://www.publicmanagement.be/performance)

**8-9 Building Public Service-Oriented Government The 3rd Sino-US International Conference for Public Administration**  
Beijing, P. R. China  
Host Institute: School of Public Administration, Renmin University of China  
Organizing institutes: ASPA, Chinese Public Administration Society (CPAS)  
E-mail: [menzhong@yahoo.com](mailto:menzhong@yahoo.com)

### July

**10-11 Excellence in Government 2006**  
Washington Hilton  
Washington, DC  
More Info.: [www.excelgov.com](http://www.excelgov.com)

**28-30 World Future Society Conference**  
City: Toronto, Canada  
Sheraton Centre Hotel  
More Info.: [www.wfs.org/2006main.htm](http://www.wfs.org/2006main.htm)

### September

**27-30 2006 Southeastern Conference of Public Administration (SECoPA) Conference**  
Location: Athens, GA  
More Info.: [www.secopa2006.org/](http://www.secopa2006.org/)

### October

**5-6 2006 International Conference on Public Administration (2nd ICPA) Government Innovation and Reform**  
Location: Warwick University, Coventry, UK  
Call for Papers Deadline: July 15  
Contact: Don Menzel,  
[donmenzel@tampabay.rr.com](mailto:donmenzel@tampabay.rr.com)

**22-24 Community is a Contact Sport, symposium on city-university relations**  
Location: Clemson University  
More Info.: [www.clemson.edu/town-gown](http://www.clemson.edu/town-gown)

### November

**7-10 XI International Congress of CLAD on State and Public Administration Reform**  
Guatamala City, Guatamala  
More Info.: [www.clad.org.ve](http://www.clad.org.ve)

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

[www.aspanet.org](http://www.aspanet.org)

AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION

VOL. 29 NO. 5

MAY 2006

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**Proposals for ASPA's  
68th National Conference  
will be accepted beginning  
May 1, 2006.**

The deadline for submission  
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Visit [www.aspanet.org](http://www.aspanet.org) for submission  
and guideline information.