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AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION

VOL. 34, NO. 4

OCTOBER 2011

PA TIMES

34 Years • 1977-2011

A Powerful Voice for Public Service . . .

Federal Workers Gain in Public Trust

Survey Finds 73% Have at Least Some Confidence in Civilian Federal Employees

William C. Adams, Donna Lind Infeld

Confidence in federal workers halted its downward drift in 2011, according to the latest Politico-George Washington University Battleground Poll, and showed signs of rebounding. Now 73 percent of registered voters say they have at least “some confidence” in civilian federal employees, close to the 2010 level of 75 percent after eroding to 66 percent in 2009.

Telephone surveys were completed August 28-September 1, 2011, with a random national sample of 1,000 registered voters and confidence intervals of ± 3.1 percent. The comparison surveys were also conducted during the third quarter of prior years. In 2011, a total of 20 percent said they have “a great deal” or “quite a lot of” confidence in federal civilian workers. Over half (53 percent) said “some confidence,” 23 percent “very little,” and 4 percent undecided. De-

mocrats continue to be much more likely to report some or a great deal of confidence in federal civilian employees than do Republicans, however the latest poll shows increased confidence across both parties compared to one year ago.

How do ratings of federal workers compare to those of other key elements of the public sector? Because the Battleground question

See TRUST, pg. 2

Crowdfunding and Its Impact

**Public Sector Begins to Realize
Benefits of Internet Funding**

Russ Wallace, Chau Vuong

Free classical music made available for everyone. A salvaged jazz documentary that had been teetering on the edge of cancellation. A merchant in rural Cambodia who who raises enough money to buy a truck that will help his business. These are real life examples made possible by fund-

See CROWDFUNDING pg. 8



Jeff Sainlar/Milwaukee Journal Sentinel/MCT/ZUMAPRESS.com

Milwaukee, WI—As Wisconsin Gov. Scott Walker read to a second grade class at Messmer Preparatory Catholic School in Milwaukee, Wisconsin, on Friday, August 26, 2011, hundreds of protestors came out to show their support for their recall of Walker. Jeff Johnson, a teacher at South Division High School, and Mary Grace Cano give Brother Bob Smith a piece of their own mind.

Wisconsin Politics May Foreshadow New Trends

Is American Public Administration Changing?

Mordecai Lee

If states are the American laboratories of democracy, then I have seen the future and it may not be welcome by our field. Ever since Governor Scott Walker proposed leg-

islation severely limiting public sector collective bargaining in February, Wisconsin's politics have seen upheavals and changes that are unprecedented in modern times.

See WISCONSIN, pg. 27



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U.S. Military Continues to Elicit the Most Confidence from Citizens

From TRUST, pg. 1

used the standard Gallup language for measuring public confidence in groups and institutions (“...would you say that you have a great deal of confidence, a lot of confidence, some confidence, or very little confidence in...”) the latest Gallup data, also from the summer of 2011, offer some revealing comparisons.

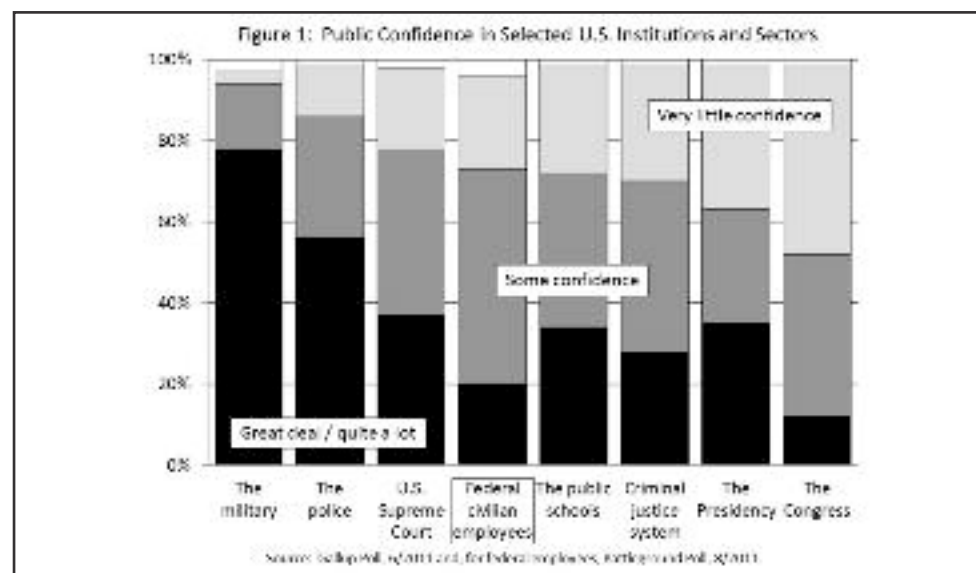
As shown in Figure 1, the military continues to elicit the most confidence by far, followed by the police and the U.S. Supreme Court. Ranked in terms of at least “some confidence,” civilian federal workers—along with the public schools and the criminal justice system—come next. The bottom tier consists of the presidency and the Congress. Evaluations of the presidency as an institution closely track the standing of the incumbent. Ratings of Congress, regardless of party control, have been very low every year since 2005.

The latest data were gathered following weeks of political acrimony over how to address the federal debt and amid a political season when most republican presidential contenders are attacking the scope and value of many parts of the federal government. So perhaps it is noteworthy that the erosion of confidence in federal workers documented in 2010 during the first “tea party summer” and ongoing Gulf oil disaster did not continue in 2011. When contrasted with an unpopular president and an ever more unpopular Congress locked in a

seemingly dysfunctional relationship, the regular federal workforce may well represent a more stable and reassuring component of the national sphere and inspire at least some confidence.

**Ranked in terms of at least
“some confidence,”
civilian federal workers
—along with the public
schools and the criminal
justice system—come next.
The bottom tier consists of the
presidency and the Congress.**

At the modest threshold of “some confidence,” the relative standing of federal workers is in the middle of the array in Figure 1. However, shifting to a more stringent “great deal” and “quite a lot of” level of confidence casts their standing in a less favorable light (with only one in five very confident) and puts federal workers down near the same low level of Congress. Taken together, these figures can be viewed as neither an enthusiastic endorsement nor a blanket dismissal of federal workers overall. Instead, it suggests that Americans tend to have a cautiously qualified view of federal workers as fairly reliable, neither entirely bumbling nor thoroughly brilliant.



With many MPA, MPP and other students eager for careers in public service, the Battleground Poll has also tracked public opinion regarding federal careers by asking: “Would you encourage or discourage a young person who was considering going to work as a federal civilian employee?” While positive answers had fallen from 79 percent in 2009 down to 72 percent in 2010, the latest survey showed no further decline. Indeed, three out of four respondents (75 percent) said they would encourage such a career direction (39 percent “strongly encourage” and 36 percent “somewhat encourage”). Fewer than one in five (18 percent) would discourage that choice. The rest (7 percent) were undecided.

George Washington University and *Politico.com* sponsor the Battleground Poll, a unique national survey conducted as a joint effort of two leading democratic and republican polling firms (Lake Research Partners and The Tarrance Group). Initiated in June 1991, Battleground polls have the distinction of having been the most accurate national poll predicting the results in three of the past four presidential elections.

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PA TIMES

**Volume 34, Number 4
October 2011**

PA TIMES is a tabloid newspaper published 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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Ste. 700, Washington, DC 20004
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On the Internet:
<http://patimes.eznuz.com>

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Single Copies: of *PA TIMES* are available for \$1.50 each (1-10) and 75¢ each (over 10). Contact Jeannie Jeffries at jjefferies@aspanet.org.

Reprint Requests: Contact Christine Jewett McCrehin at cjewett@aspanet.org.

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FROM BUREAUCRATIC TO COOL: A CALL TO PUBLIC SERVICE

Crowdsourced Ideas Make Participating in Government Cool Again

Ines Mergel

Harnessing the knowledge citizens and government employees are willing to share on social media applications in the public sector is one of the most difficult things to do in the era of Government 2.0. Every day thousands of citizens are commenting on government Facebook posts and blog entries or resharing information published on Twitter. The main reason for many agencies to set up an organizational account is still “to be where the people are.” Recently Open Innovation platforms have started to address this disconnect and are providing an easy access to participate in making government cool again.

Opening Government to Crowdsourced Ideas

Social media tools, such as blogs, Twitter or Facebook, are great channels to collect and encourage citizens to provide their insights on the issues and plans of government. Unfortunately, today’s standard social networking services do not have the capability to automatically extract and collate new knowl-

edge or ideas from content that citizens are submitting through the existing commenting channels. In some cases the sheer volume of comments makes proper analysis very difficult. The challenge is to extract new ideas or valuable insights from the influx of comments in a productive and efficient way.

One challenge that agencies are facing when they are using social media is that it is really difficult to access the knowledge that is potentially created in retweets or Facebook comments. For one, the sheer volume of comments an agency receives has become unmanageable. Dashboard solutions, such as Radian6 might help to give a general overview how the “temperature” is among audiences retweeting and commenting on issues government is concerned about. It becomes far more challenging to actually curate content and extract new ideas and innovative knowledge out of the steady flow of information that comes into government with every tweet or comment.

Open innovation platforms are designed to fill this gap. Using a crowdsourcing ap-



Figure 1: Harford County Innovation Portal

proach, government can use the platform for an open call to a large, usually undefined group of people (all citizens, potential contractors or industry representatives, citizen programmers, etc.), so that many different people can contribute to the solution of

a complex government task. The platform then helps to direct and coordinate the input of citizens (or application developers, knowledge matter experts, companies, etc.)—which is oftentimes messy and over-

See CROWDSOURCING, pg. 6

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FROM BUREAUCRATIC TO COOL: A CALL TO PUBLIC SERVICE

Innovative Strategies to Attract and Retain the Next Generation

Heather Krasna

With 60,000 federal employees set to retire by the end of this year, and with budgets being slashed, government agencies can't afford to make a bad hire. Government agencies also need people who are best-equipped to provide a government agency with a social media strategy, to help adapt it to a more "open government"/transparent model, or to serve as a liaison between government and the younger members of the community. This means hiring and retaining young government employees is more important than ever—but doing so remains a challenge.

In my last 13 years as a career advisor in higher education, including three as director of career services at the Evans School of Public Affairs at the University of Washington, I have worked with hundreds of young people eager to launch a career in public service. Many students have begun noteworthy careers in government, but some others have given up the job search in frustration or left their jobs after only a few years. In fact, a new study by the Partnership for Public Service shows a steep drop-off in satisfaction among new government employees under the age of 30, once they have been on the job for more than three years.

Why? To find out, I interviewed Tim McManus, vice president of the Partnership for Public Service, asked members of Young Government Leaders, and posted a discussion on *GovLoop.com*, the social networking site for government. Here's what I heard.

The Challenge

Government faces some barriers when recruiting and retaining younger workers. The

largest number of complaints I received from young people in my informal survey related to the slow, complex, unclear, and non-transparent hiring process in many government agencies, which can require different resume formats from the private sector, and can ask applicants to deal with numerous uncoordinated application systems and complex questionnaires, tests, and essays. Younger people have trouble being hired under competitive hiring processes that value years of experience; and even with hiring reform, there is concern that students won't learn about government hiring options.

In fact, a new study by the Partnership for Public Service shows a steep drop-off in satisfaction among new government employees under the age of 30, once they have been on the job for more than three years.

Once hired, there are retention challenges. Government employees, as a broad demographic, are older than those in the private sector, making it harder for young people to relate socially; agencies don't always have the latest technology, which can be frustrating to young people; agencies use jargon that young people don't understand—and some employees are not accustomed to explaining it; and promotion can be based on "time in grade," which means young people can't be promoted as quickly as they could in the private sector.

The Good News

On the plus side, government has many qualities that make it an attractive place for young people to work. Young people today often have extensive volunteer experience and many have been deeply inspired or motivated both by certain social movements, and by the experience of living through 9/11 at a formative age. As one young government staffer said, "I like working for a place that has a mission. I don't want to sell more widgets. I find it personally fulfilling to do work that I see helps people on a macro level."

Government can also offer better lifestyle options for young people, who strongly value work-life balance. Government also typically offers other benefits that greatly exceed those of the private sector, like possible overtime pay, building annual and sick leave for later in life, and exceptional retirement benefits. Even in the face of budget cuts, jobs are usu-

ally much more secure as well. Lastly, with potential future retirements looming, there is a chance for young people to get some of the faster promotions they crave.

What To Do?

So, how to harness the positives and tackle the negatives when recruiting and retaining Gen Y in government?

Tim McManus of the Partnership for Public Service discussed the "Best Places to Launch a Career in the Federal Government Snapshot Report" (<http://tinyurl.com/63encu3>), which found that the key issue for government employees under age 30 is "empowerment." This includes the young person's relationship with, and respect for, their supervisor and higher leadership. As McManus stated, "Empowerment means supervisors allowing employees to take their own initiative on the job, and employees having a sense of personal responsibility. This was the number one gap between those who stay versus those who go."

Comments from the next generation of government leaders bolster this finding. Their suggestions:

For Recruiting, Market the Mission and Benefits

- According to the Partnership study, "One of the biggest differences between those who plan to stay was the connection to mission. An easy thing for a manager to do is not just assign tasks, but to directly connect them with what the agency is trying to accomplish." McManus continued, "NASA has done a fabulous job of this. They have you experience first-hand the launch of the shuttle, even if you are a budget analyst."
- Steve Ressler, Founder of GovLoop.com, suggests to "create a 'Teach for America' for government—a clear flagship program for undergrads and grads that is heavily marketed to students."
- Others suggested: "Provide an inspiring vision of the future state that we seek to create together, and show how the next generation fits into that vision."
- It's also important to highlight the benefits, work-life balance, paid time off, and job security of the position. Your agency is competing against the private sector and this is one of the areas you surpass them.

Offer Training, Mentoring and Networking

- "You can't offer newbies top dollar, but the personal benefits realized through learning new technical and professional skills on the job are important. I always felt a stronger loyalty to my government employers who invested in developing my career."
- McManus mentioned that professional development doesn't have to come with a

big price tag. "There is an opportunity to learn and grow on the job. It doesn't cost much to pair a newbie with someone who's been there a while, in either an informal buddy system or a mentoring program." A network among younger workers—such as a Young Government Leaders chapter—can help younger employees find each other and socialize.

Get Updated Technology

- "Update your IT, use the most current OS system and CAD, and wireless."

Try Flexible Work Arrangements

- One manager of young workers said: "I was the first manager that allowed people to work from home. I started by allowing them to work from home one day a week. I asked them to coordinate amongst themselves what day they wanted and to ensure that I still had coverage every day of the week at the office. Along with this 'perk' they were all signed up to GoogleTalk so they could instant message (IM) each other to continue to collaborate as a team. They were always available via email and phone as well as IM. Some even had cameras so they could video chat if needed. I knew what each team member was assigned to work on, and I knew how long those tasks should take so if they were getting their work done, then I knew they were on track."

Offer Creative Work Assignments

- Giving younger people rotational assignments in other departments, allowing them to serve on cross-functional teams, and assigning challenging projects can help maintain their interest in the work. As one younger worker suggested, "Encourage creativity and innovation, especially from the younger workforce. We need to be more agile and responsive as an organization."

In sum, I'll quote a manager who retained many young government workers: "The #1 thing to remember as a manager of a Gen Y group is that they are hard workers and they will do anything they need to do to get the work done and to show it off. Trust them and they will work their hearts off. If they feel that they are being treated with respect and flexibility, they will stay. Their time off work is as important to them as money is to the baby boomers. I treat them with respect and I communicate in a way that they always know I'm willing to listen and work around any obstacles they encounter and help them to be successful."

Heather Krasna is the author of *Jobs That Matter: Find a Stable, Fulfilling Career in Public Service* and the director of career services at the Evans School of Public Affairs at the University of Washington. Email: heather@heatherkrasna.com; Website: <http://heatherkrasna.com>.

Remaining 2011 PA TIMES Print Edition Editorial Calendar

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*Deadline: November
19, 2011; Published
December 1, 2011*

Questions/Submissions:

Christine McCrehin
cjewett@aspanet.org

Crowdsourcing Keeps Citizens Engaged

From CROWDSOURCING, pg. 4

whelming on social media channels. These Open Innovation mechanisms to crowd-source solutions are useful for issues where expert knowledge might not be available or is too expensive to access. They also help to improve participation and engagement of citizens. Crowdsourcing provides a platform for governments to engage citizens directly into the decision making process.

Virtually any topic can be crowd-sourced within government, meaning that agencies can post an issue in the form of a “challenge” and ask for the submission of solutions. The focus is on innovation, creativity and the generation of new ideas from stakeholders and/or subject matter experts. In some cases the Open Innovation platform allows participation not only to submit their ideas, but also to provide additional information on how their idea can be executed, and every participant can comment on all other submitted ideas. The agency will select the best solution or set of solutions and the winners are often compensated in some way. This approach is more cost effective than the traditional requests for proposals, which are often time-consuming and have a very specific design criteria and solution in mind. A challenge opens the conversation and allows the “crowd” to come up with the solution, often without rigid requirements.

Open innovation platforms are design to coordinate and streamline the submission and influx of innovative ideas. Local governments are also using open innovation platforms in a similar fashion. New York City’s “NYC SimplicCity” is used to generate cost-saving ideas from employees. The City of Mesa, Arizona’s iMesa program is a response to the economic downturn, designed to collect citizens’ ideas to save money. Harford County, Maryland’s Idea Factory also solicits ideas from constituents designed to stimulate new ideas and innovation. Some of these platforms allow citizens to vote on each other’s ideas and earn “points” for every online activity they perform on the platform. In some localities these virtual points can be traded in for real-life products, such as a ride with the police chief for a day in the City of Manor, TX (see <http://www.cityofmanor.org/labs>).

Platforms and their use differ depending on the goals and needs of each agency. Some platforms, such as the New York City Simplicity platform are used for internal purposes only. City employees are asked to help the city be more innovative and help to save costs during major budget crunches (<http://www.nyc.gov/html/simplicity>). Other platforms are mostly used to crowdsource citizen ideas on how to innovate govern-

ment operations, such as Harford County’s Innovation portal (<http://harfordcountymd.spigit.com/Page/Home>). See Figure 1: Harford County Innovation Portal on page 4.

Designing challenges

An important effect of the platforms is a new-found transparency and accountability: Citizens and employees feel that their voices are heard and are willing to participate and engage with government again in the future.

While we truly observe only the first light-house projects and experiments with Open Innovation platforms, designing challenges is relatively easy. GSA’s Challenge.gov for example provides the platform for free to all federal agencies and challenge administrators can follow a relatively straightforward process.

The devil lies in the detail. Here are a few lessons learned from Open Innovation administrators who started to experiment with their local platforms:

- *Start by carefully crafting the problem statement you want your employees or citizens to solve.* The challenge has to be posed in plain language so that non-experts immediately understand the problem.
- *Experiment with challenges in-house first before opening the floodgates to the public.* You internal sandbox can provide valuable insights to streamline the process for public challenges.
- *Design participation incentives:* Think about monetary and non-monetary giveaways that no one else offers and make it worth participating in the challenge. Showcasing submitted solutions on your website can be an incentive for citizens to participate—others might want a monetary return on their time and ideas invested in helping government.
- *Set a time limit:* Close your challenge after a predefined time and make sure that you communicate the duration and elapsed time to your participants. Having that one time opportunity to submit an idea can also serve as an incentive for participants.
- *Create a transparent evaluation process:* Post the evaluation steps and experts involved in judging the submitted solutions

	Agency name	Platform name	Platform open to	
			Employee idea generation	Citizen idea generation
Local government	New York City	NYC Simplicity	✓	
	Mesa, AZ	iMesa	✓	✓
	Maricopa County, AZ	Idea Factor for "Rewarding Ideas"		✓
	City of Manor, TX	Manor Labs		✓
	Harford County, MD	Harford County Innovation portal		✓
State government	State of Washington	Transforming Washington's Budget		✓
	State of Vermont	BroadbandVT.org		✓
Federal government	Department of Veterans Affairs	VAi2 – Veterans Affairs Innovation Initiative	✓	✓
	NASA	NASA Idea Central	✓	
	GSA	Challenge.gov		✓

Figure 2: Local, State and Federal Open Innovation Platforms

prominently on your website.

- *Communicate how you plan to implement the final solution.* Throughout the implementation process make sure to show the value of the crowdsourced solution: How much money was saved? Why are government operations now running smoother than before?

The table above provides an overview of current open innovation platforms on all levels of government

Challenges and prizes in government have the potential to reinvigorate government operations, inject new ideas into government that otherwise need to be purchased from

vendors and consultants. An important effect of the platforms is a new-found transparency and accountability: Citizens and employees feel that their voices are heard and are willing to participate and engage with government again in the future. A win-win all around!

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FROM BUREAUCRATIC TO COOL: A CALL TO PUBLIC SERVICE

From Bureaucratic to Cool: A Call from the Classroom

Tammy Esteves, Dayna McDaniel,
Leora Waldner

To many high school students, public administration either does not exist, or is a mystery. Therein lies the crux of the problem—how do we attract the best and brightest to the field if the best and brightest have no idea what the field is?

One approach is to encourage graduate-level public administration students to teach high school students. How can we use the classroom itself as a tool to entice new talent in the field? The answer involves conscientiously designing the graduate course to spill outside its boundaries, allowing it to serve as a powerful vehicle to educate high school students about public administration.

This approach benefits not only the high school students through outreach and education, but also benefits the graduate students, enabling them to learn by teaching. Though undergraduate students could also undertake this work, we focus here on graduate students because they more often bring real-world experience into the classroom and may possess stronger analytic skills in

some cases. Note that all of the techniques below can be adapted to target undergraduate students for outreach efforts rather than high school students.

...how do we attract the best and brightest to the field if the best and brightest have no idea what the field is?

The Power Outreach Assignment

The essence of this approach challenges graduate students with enticing prospective future talent into the field through creative classroom assignments. In a recent Foundations of Public Administration course, graduate students designed a game to introduce high school students to public administration in lieu of a final exam. The winning game featured a Jeopardy-like design with various questions about how public agencies touched the student's everyday lives (such as "Your parents worked hard all their lives and now it is time for them to retire.

What agency can help them do that?). The game encouraged the high school students to think more about how public agencies touch each and every aspect of their lives from water to highways to safety.

Visual learning attracts high school students. Thus, graduate students can be tasked to design a YouTube video that will best illustrate some aspect of government for high school students. Not only must the graduate students learn every aspect of the particular subject they are trying to teach, but they must try to creatively grasp the attention of the high school-aged student, and provide quality information that can be followed with a short quiz. By engaging graduate students on a creative level, they will be energized to use that creativity to develop and work (and often rework) their assignments to communicate their ideas via a format that marries technical with academic expertise.

To further engage students in learning about government positions, graduate students can develop an assignment-based curriculum that tasks high school students to search for their future public administration job. This particular assignment takes them to the US-AJOBS website and has them go through the searching process to match themselves to the job or internship they may aspire to in the future. The assignment should guide students through the job search process and require them to research the position and its qualifications of their choice. It also addresses qualifications they will need to accomplish to compete for the particular position they have chosen. This encourages students to plan for their future and understand the current steps that must be taken that will lead them towards a position in government that they may have not considered. This particular curriculum assignment development would assist graduate students in a public human resource management course if carefully designed with the course learning objectives in mind.

A New High School Curriculum

Building on this approach, graduate students could design an actual public administration curriculum enhancement unit for high school teacher. For example, graduate students can develop an assignment requiring students to map out the government agencies involved in one day of their lives, which can enlighten them as to the involvement of government in every aspect of their lives, hence building informed citizenship. This assignment would also be useful in an administrative law class, as the graduate students will address federalism in this assignment so that not only federal agencies, but state and local levels are addressed as well. Teaming graduate public administration students with graduate education students can optimize design and help ensure

that the curriculum contains appropriate instructional tools and content materials.

High school curriculum would need to provide a complete lesson plan with an overview section that contains the purpose of the lesson, objectives of the lesson, and materials needed. Next, the curriculum must have a defined activities section that includes step-by-step procedures. The final part of the lesson plan would also include extension activities such as quizzes or additional questions, and a list of follow-up, expansive projects to further challenge student development in the particular area studied. If possible, the curriculum would also be provided with a list of students, faculty, and alumni with MPA degrees who would be willing to come into the classroom and share some of the material, and their personal experiences, with the students.

The Service-Learning Angle

High school students can also function as service-learning clients for the graduate course. Some high school students engage in service-learning projects and may desire additional funds to fully execute those projects. In those cases, the high school class could act as the client for a graduate-level grant-writing course, with the graduate students identifying and drafting potential grants in partnership with the high school students. Other service-learning initiatives pair graduate-level students with at-risk high school students, for example, in educational mentoring programs. A program evaluation class could develop a needs assessment or outcome evaluation design for these efforts. Involving the high school class in the graduate service-learning effort further exposes them to public administration tools and techniques.

The Bottom Line:

Outreach + Enhanced Learning

At the end of the Leadership in Public Administration course, our graduate students are asked to identify advice that they would give to high school students interested in pursuing a career in public administration. Generally, the responses focus on following one's passion, maintaining integrity, and being good citizens inside and outside the profession. The "call from the classroom" concept employs graduate course assignments to spark high school students' interest in public administration. In doing so, the concept allows graduate students to more fully learn by doing, and to model good citizenship in the process through service.

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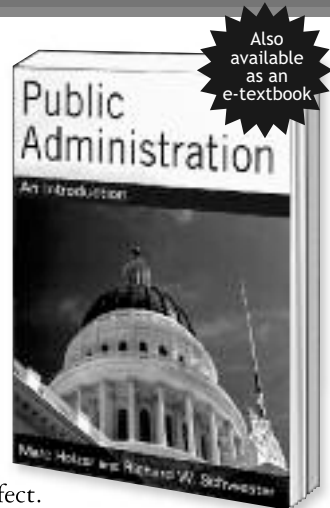
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Crowdfunding Gains Momentum

From **CROWDFUNDING**, pg. 1

ing from the public masses.

You may have heard of a trend called “crowdfunding,” or at least have encountered crowdfunding models through various popular websites. Crowdfunding is a model for collecting funds to pay for specific projects. Before crowdfunding, an individual with an idea but no funds had to bank on conventional methods of financing, whether it a wealthy donor or a bank loan, in order to set his project into motion. Using crowdfunding, organizations or individuals focus on procuring contributions of any amount from a large pool of donors—the “crowd,” if you will—rather than getting large contributions from a small number of donors.

With the enormous rise of social media channels, individuals and organizations are harnessing the power of the internet to reach new contributors for their initiatives and enterprises. These technologies are no longer just for the proliferation of information; they now carry the amazing capability to elicit attention and to rally the public for support and solidarity in projects and social causes. Importantly, they reach new groups that were previously inefficient to address when requesting new funds. In this way, crowdfunding increases the pool of donors and sponsors for those who tap into its power.

Today, more than 200 different platforms using crowdfunding exist on the Internet. Some target creative individual projects, some work as micro financing platforms to help third-world countries and others utilize crowdfunding to raise money for disaster relief. Individuals have also used crowdfunding on a more personal level, raising money for travel or for school tuition. In a sense, practically anything can be crowd-funded, but it is up to the individual or organization to make a compelling enough pitch that will attract attention and ultimately donations from the public.

Although crowdfunding has existed for some time now, it is only recently that it has made its way into the public sector. Startups like CivicSponsor (www.civicsponsor.org) are now building customized platforms to take this concept and extrapolate it to local public projects—nothing else. The premise behind CivicSponsor is that we harness this powerful concept and modify it to allow for funding of much larger projects, like bike lanes or new public school resources. We are pioneering a special kind of public crowdfunding that invites participation from all parties who care about local projects—businesses and corporations, the government, and the individual and the community.

CivicSponsor sources projects directly from the government, particularly projects that have been shelved due to lack of funding, like the creation of new urban parks or restoration of existing open space. We then work with businesses and corporations who are looking to get more engaged in their community for purposes of enhancing their corporate image. These businesses agree to pay all fundraising costs and match individual contributions, ensuring that all dollars raised from locals go entirely to the public project. With corporate help, CivicSponsor then engages the public and offers them the chance to contribute tax-deductible dollars to the public projects they want to see completed. By crowdfunding these dollars, we ensure both a public buy-in for the project and also a connection between the individual and the corporate contributors, who are able to demonstrate that they are partners with the individuals on these local projects.

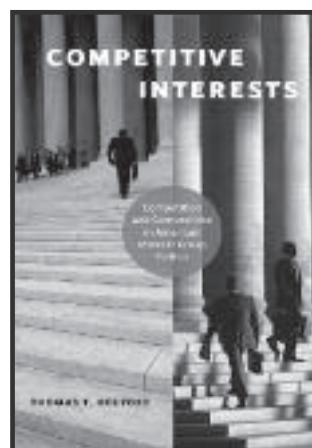
In this way, CivicSponsor has taken the traditional crowdfunding model and amplified it. Traditional crowdfunding models raise money in small increments from individuals—CivicSponsor takes this a step further by incorporating matching dollars from businesses into the equation. This means that large amounts can be raised quickly from locals, and therefore the powerful crowdfunding model can now be brought to public projects managed by municipalities, agencies or nonprofits.

With CivicSponsor’s amplified public crowdfunding model, businesses gain brand enhancement by partnering up with individuals and offering donation matching, the government has community engagement at virtually no cost, and individuals and the community can rest assured knowing that their donation dollars have more than 100% impact towards the projects they care about.

Why should you participate in crowdfunding? Crowdfunding engages the entire community and empowers the individual, so by donating to a cause, project, initiative or enterprise you care about, you are collectively making a bigger investment and a stronger impact. Crowdfunding for public projects also gives individuals or organizations hope that, if persuasive enough, their revolutionary ideas will receive funding and support from the community; no longer will they need to depend on a sole patron or bank in order to jumpstart their projects. That is the wonderful thing about crowdfunding, that it highlights the invisible ties among a community, the idea that together we are working towards what we are most passionate about.

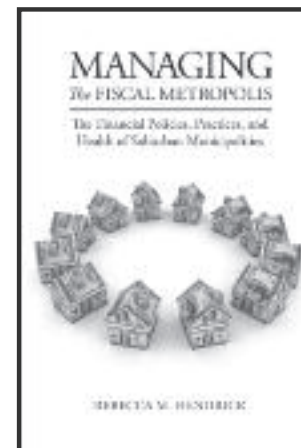
Russell Wallace is the CEO of CivicSponsor.org. Email: russ@civicsponsor.org

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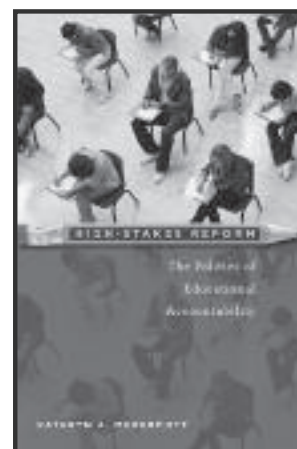
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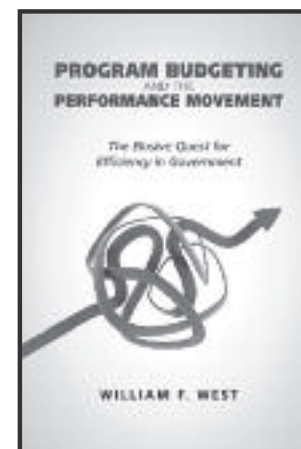
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EMERGINGISSUES by BILL BARNES

The Intergovernmental System Requires Attention

Bill Barnes

News flash—A group of mayors, working through their state municipal league, approached their governor and proposed a quiet séance to find ways to make state-local relations work better for their citizens. The governor responded positively. Conversations highlighted the need to include Federal representatives who, in turn, agreed to participate. The convening resulted in a range of small but useful improvements in the intergovernmental system. Citizens noticed, and officials began receiving little signals of appreciation from citizens for the ways that “officials are getting past the bickering and government is working better.”

As if.

Instead of this little fantasy, the U.S. system of intergovernmental relations is pervaded by “a lack of trust and respect.” It is “broken down across the board.” And, besides, it’s “not much of a ‘system’ now” anyway.

These negative characterizations were offered in 2010 by three well-informed practitioners at the local, state and Federal levels, respectively.

“We don’t even know how to talk with each other anymore.” Two years ago, the irrepressible Sam Mamet, Colorado Municipal League Executive Director, offered that poignant and compelling summary about the condition of the intergovernmental system to a White House representative.

A Long Term Problem

This situation did not arise overnight, and there is plenty of blame to go around. Intergovernmental relations in the United States have always been contentious and difficult.

Tim Conlan, a prominent scholar of intergovernmental relations, observed in 2006 that over the past half century, “relationships have grown more dense, more oppor-



tunistic, and less cooperative.” If these weaknesses persist, he predicted, they “will be magnified” by impending major challenges. He got that one right.

Conlan found some glimmers of “positive developments,” including that “political balance in the...system is still nourished by the underlying strength of state and local governments” upon which “an increasingly hollow federal workforce has become more rather than less reliant.”

The continuing fiscal crisis is now sapping that state/local strength.

Right now, says one well-placed observer, intergovernmental relations “is all about stealing money from each other.” And political quagmires in Washington and many state capitals will render mandates and pre-emptions even more irresistibly tempting than usual.

There’s no need here to politely describe how bad this can get; let’s just say it can get really ugly. More important—and too often forgotten amidst arguments about intergovernmental dysfunction—it can produce terrible government performance and it can serve the American people very poorly.

Reviewer Bert Rockman reports that, in a comparative study of federal systems around the globe, Jonathan Rodden found “the greater the disconnection” among the governmental units, “the less the leaders of each are likely to see their fates intertwined.” This would seem to hold true horizontally—among states, among local governments in a region—as well as vertically—local, state, federal—through the system.

Is it unfair to say that in our current system in the US, people in many governmental units feel their jurisdiction is on its own, adrift in a hostile or at best indifferent sea of other governments? Is it unkind to say that this situation allows and promotes what scholars call “rent-seeking”, a fancy term for taking what’s not yours?

And is it correct but indiscreet to report that, at a time when the idea of “government” itself is under siege in America, too many public officials act as if other governmental units are enemy aliens rather than being all in it together?

What is to be Done?

Are there any actions that might begin to improve the situation? One of the practitioners in that 2010 session suggested starting small

with convenings of officials and other leaders around key issues. Another said, “how about starting in a new way by engaging citizens around these matters?” The National League of Cities has been urging creation a “permanent venue” for intergovernmental discussion and research since the demise of the Advisory Commission on Intergovernmental Relations in the mid-1990s.

The intergovernmental system is pervaded by “a lack of trust and respect.” It is “broken down across the board.”

Mamet applauds the executive order on state-local cooperation and unfunded mandates issued by the new Colorado governor, former Denver Mayor John Hickenlooper, on his first day in office. He’d like to see a White House-led effort to look for lessons for the Federal government from state and local efficiencies and an “intergovernmental caucus” in Congress to focus on unfunded mandates.

Conlan sees some “hopeful signs” including “rebuilding the capacity for systemic analysis,” experiments to increase flexibility in Federal programs, and a shift from hierarchical mentalities to greater appreciation of the value of “network management.”

Nothing is to be gained from trying to lay blame. Something may be gained by focusing on good work that is already being done, stepping stones through the swamp laid by brave people. And then, perhaps with a passion for anonymity, building on those solid places and adding more.

The performance of the intergovernmental system will not automatically get better just because a few people take the risk of finding a way to talk in order to make marginal improvements.

But it will never get any better if they don’t.

Bill Barnes is the director for emerging issues at the National League of Cities. His columns appear regularly in Nation’s Cities Weekly. Email: barnes@nlc.org. Previous Emerging Issues columns are collected at www.nlc.org under the “City Solutions” tab.

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INSIGHTS ON HUMAN RESOURCES by BOB LAVIGNA

Free Pizza on Friday is not an Employee Engagement Strategy

Bob Lavigna

A while ago, I had the opportunity to meet with Jim Clifton, CEO of the Gallup organization. We were discussing employee engagement and Clifton shared a revealing story.

Most of us know about Gallup through its public opinion polling. However, Gallup has also done extensive research on employee engagement, and consults with public and private sector organizations on how to improve engagement.

But here's a quote I like a lot better, even though it's not specific to government: "My chief assets drive out the gate every day. My job is to make sure they come back."

As Clifton tells it, Gallup was approached by a client to do a customer satisfaction survey. Clifton says he responded by telling this company that if it wanted to get maximum bang for its buck, it should focus on employee engagement. That's because when an organization has highly engaged employees, customer satisfaction—and success in other key goal areas—will follow, driven by the superior performance of engaged employees.

I think this concept is more important than ever now, especially in government. It's hard to imagine a time in recent memory when government has faced bigger challenges. Federal, state and local government agencies across the nation are dealing with budget cuts that are forcing downsizing, layoffs, furloughs, service cutbacks, higher taxes and more.

For example, just-released Census Bureau data show that the more than 90,000 state and local governments across the country had 203,321 fewer employees in 2010 than in 2009. And the numbers are undoubtedly even lower in 2011.

At the same time, the public sector is being asked to deal with a dizzying array of challenges: fighting two wars, fixing our economy, maintaining the quality of life in our communities, expanding opportunity by improving schools, facilitating affordable health care and so on.

Yet government and government employees across the nation are being pilloried as inefficient, ineffective and overpaid.

For example, according to Jay Leno, the renowned social critic, "A survey says that American workers work the first three hours every day just to pay their taxes. So that's why we can't get anything done in the morning: We're government workers."

And so it goes.

But here's a quote I like a lot better, even though it's not specific to government: "My chief assets drive out the gate every day. My job is to make sure they come back."

So says Jim Goodnight, CEO of SAS, a leading business software company which is also a perennial member of *FORTUNE* magazine's annual 100 "Best Companies to Work For."

This statement is at least as true (or maybe even more true) in government, where people—talent—are the "chief assets."

Which leads to employee engagement, a key to making sure that our assets return the next day.

What is employee engagement, exactly? It's defined as a heightened connection by the employee to the work, the organization, the mission or co-workers. Despite what many managers may think, it's not necessarily about "happy" employees. Some workplaces with highly-engaged employees are also high-pressure, high-stress workplaces—but the employees who work there feel the connections that lead to engagement.

Engaged employees find personal meaning—and pride—in their work. They believe that their organizations value them and, in return they are more likely to go above the minimum and expend "discretionary effort" to deliver performance.

For example, engaged employees:

- Go the extra mile for customers;
- Work hard—and smart;
- Volunteer their best ideas;
- Drive innovation to move the organization forward;
- Aren't thinking about leaving; and
- Call in sick only when they really are.

Why Does Engagement Matter?

The answer to this question may seem self-evident but too often, especially in government, managers/supervisors don't pay attention to the factors that drive engagement. When I speak about engagement, including to audiences of HR professionals, I'm often



asked how to convince line supervisors and managers that engagement is important—and therefore worth their time and attention.

The answer is that there is strong research-based evidence that organizations with highly-engaged employees perform better than organizations whose employees are less engaged—or even disengaged.

For example, Gallup's extensive engagement research shows that high-engagement organizations outperform low-engagement organizations in seven critical areas—productivity, profitability, customer satisfaction, retention, absenteeism, safety and lost or stolen inventory. According to Gallup's research, high-engagement organizations are almost 20 percent more productive than their low-engagement counterparts.

Another study, of 50 global companies, found that the firms with high levels of employee engagement produced dramatically better bottom-line results than companies with low levels of engagement. In three key metrics—income, income growth and earnings per share—the high engagement organizations performed dramatically better, by up to 43 percent.

But how does this business case for engagement translate to government, which usually doesn't rely on measures like income and profit? And where managers and supervisors often don't do a great job evaluating how employees or agencies perform, including how well they achieve their missions?

The Gallup research shows that improved

engagement drives outcomes like productivity, customer satisfaction and retention. These are important in government too.

But more specific to government, the U.S. Merit Systems Protection Board (MSPB), in a study of almost 37,000 federal government employees, found that higher levels of employee engagement correlate with:

- Agency success achieving goals;
- Higher retention (employees who said they were very unlikely to leave were much more engaged than those who said they were very likely to leave);
- Fewer average days of sick leave and less lost time due to work-related injury or illness; and
- Fewer EEO complaints.

The unsettling news, however, is that despite the strong evidence that employee engagement is important, most employees are not particularly engaged:

- Gallup's engagement survey data, based on surveys of millions of (mostly private sector) employees, show that only 29 percent of employees are "engaged," 54 percent are "not engaged," and 17 percent are "actively disengaged."
- The consulting firm Towers Perrin surveyed more than 17,000 public and non-profit sector employees and found that only 16 percent are "highly engaged," while 65 percent were "moderately engaged" and 19 percent were disengaged;
- Among federal government employees, MSPB research revealed that that 35.3 percent of feds are "engaged," 47.2 percent are "somewhat engaged," and 17.5

See LAVIGNA, pg. 22

Civic Engagement BEYOND THE U.S. EXPERIENCE

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Solutions for Public Managers

Performance-based Funding Tools that Improve Accountability and Performance

Modesto E. Abety-Gutierrez,
Catherine Raymond

Contract compliance monitoring is a common contract management activity. Unfortunately, the manner in which contract performance tools are often used (solely for compliance auditing) fails to realize their potential for improving funding decisions, accountability and contract performance.

Recently, The Children's Trust (The Trust) in Miami-Dade County, Florida developed an innovative performance-based monitoring and funding process through a major revision of their contract monitoring procedures.

Working collaboratively with contracted service providers (contractors), Trust staff revised contract performance tools to reflect The Trust's emphasis on: delivering results for children and families, fiscal accountability, and partnership with contractors. With these revised tools, The Trust has been able to link funding decisions (including reductions necessitated by reduced revenue) more closely to contract performance in a manner that is both equitable and transparent.

In addition to improved decision-making, this performance-based contract monitoring and funding process has resulted in increased accountability and a focus on improved contract performance. This article provides information about the development and utilization of the tools as well as the benefits realized by The Trust and their contractors.

Background on The Children's Trust

The Children's Trust is the largest of Florida's eight independent Children's Services Councils (CSCs), or special taxing districts, created under Chapter 125 of the Florida Statutes, which authorizes counties to put a question on the ballot providing authority to tax property to fund programs for children and families.

While the services offered and age groups served vary depending on the needs of the community, the primary focus of all CSCs is to invest in prevention and early intervention programs that produce measurable results. Many CSCs contract with agencies through a competitive procurement process. The Trust procures services in three-year funding cycles, with annual contract renewals based upon successful contract per-

formance. The vast majority of contractors are 501(c)(3) nonprofit organizations but also include for-profit businesses and other government agencies.

The Trust's budget for fiscal year 2008 was \$162 million...

The Trust's current 2011 budget is just under \$110 million, with about 300 contracts. This drastic reduction in revenues has required difficult decisions about how to reduce investments in direct services.

The Trust, located in Miami-Dade County, FL (population 2,500,625 in 2009), was established as a dependent CSC in 1988. In September 2002, by voter referendum, The Trust became an independent CSC. As a special taxing district, The Trust receives its revenue from a 0.5 mil property tax assessment.

Operating under the guidance of a 33-member board of appointed and ex-officio members, The Trust's mission is "to partner with the community to improve the lives of all children and families in Miami-Dade County by making and encouraging strategic investments in their futures." The Trust's budget for fiscal year 2008 was \$162 million during which The Trust funded and managed 460 contracts for programs including out-of-school programs, school health, youth development, parenting and early childhood development, as well as several other smaller funding categories.

With steep declines in property values over successive years, The Trust's current 2011 budget is just under \$110 million, with about 300 contracts. This drastic reduction in revenues has required difficult decisions about how to reduce investments in direct services.

Ethics Reform in Palm Beach County, FL

Donald C. Menzel

Located 70 miles north of Miami on the Atlantic seaboard, Palm Beach County is home to more than 1.3 million residents, making it the third largest county in Florida. Fifty-five percent of the residents reside in one of the county's 38 municipalities. The Florida Marlins and St. Louis Cardinals hold their spring training camps in Palm Beach County. With 150 private and public golf courses, the county is often referred to as "the Golf Capital of the World."

Palm Beach County is a charter county led by a seven member elected commission that appoints a professional county administrator to oversee day-to-day affairs. The administrator manages an annual budget of approximately \$4 billion and oversees some 6,100 county employees in more than 30 departments, divisions and offices. As a charter county, Palm Beach is granted home rule powers to engage in self-governance, although bound by the laws of Florida. As a professionally governed county, it would seem to be on the high road of ethics management. Alas, not to be so in recent years with three commissioners serving jail time for corruption.

Corruption issues also surfaced in the city of West Palm Beach that landed two elected officials in federal prisons in 2006-08. And, more recently (2011), seven current and former city and county officials were arrested on charges of public corruption—racketeering, money laundering, unlawful compensation. Has the reputation of Palm Beach County deteriorated to the point that it is derisively referred to as "Corruption County?" And, if it has, what should be done to put the county back on the high road of ethical governance?

Turning Back a Crisis of Confidence in Good Governance

In early 2009, State Attorney Michael McAuliffe convened a Grand Jury to investigate Palm Beach county governance and public corruption. The Grand Jury concluded that a "culture of corruption" engulfed the county—land deals, bond underwriting arrangements, conflicts of interest, and gifts and gratuities. It is an ugly picture. The Grand Jury called for significant reform.

Two months later the County Commission recommended the creation of the Office of Inspector General and an independent Palm Beach County Ethics Commission. In December 2009, ethics reform shifts into high gear with a new ethics code proposed that provides for tougher lobbying registration and reporting, greater disclosure of potential conflicts of interest, punishment of ethics violators with public reprimands, employee

removal, and a fine of up to \$500. The Ethics Commission is empowered to issue advisory opinions and investigate local cases of suspected violations (Reid 2009). Other reform measures call for tighter rules on gifts that county employees can receive and more ethics training for employees and officials. The Commission on Ethics Executive Director, the State Attorney, and the Inspector General all have the power to self-initiate a complaint.

Six months later (July 2010) the Palm Beach Ethics Commission, a five-member body whose members are expected to have "outstanding reputation for integrity, responsibility and commitment to serving the community," went to work. The newly appointed Executive Director Allan Johnson says the commission hit the ground running. "We want to be a commission with teeth and not only a force processing complaints, but a force bringing ethics to the forefront," Johnson asserts.

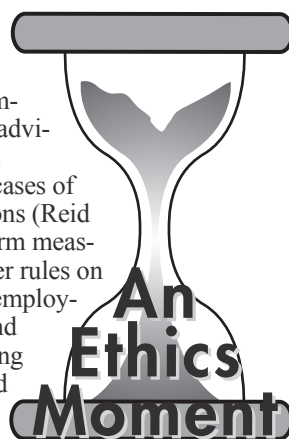
Voters in November 2010 approved a referendum expanding the county's ethics code jurisdiction to all 38 municipalities. The county-wide training includes live sessions for each municipality and on-line video and DVD training for those unable to attend. All county and municipal officials and employees will be required to sign an acknowledgment of training.

"Training is on-going," Executive Director Johnson states, "and in my opinion, our most important function. The county has roughly 6,000 employees, 1,000 volunteer board members and seven elected officials. The 38 municipalities have roughly 9,000 full and part time employees, 1,800 advisory board members and 194 elected officials. All of our advisory opinions are posted on our web site and we are in the process of creating a search engine so that the public can easily search by terms."

Is Palm Beach County on the path ethical governance? So it would seem.

Sources: Abramson, A. 2010. "Palm Beach County ethics commission launches its fight against corruption." *The Palm Beach Post*, July 15. Email message to author from Allan Johnson, April 28, 2011.

ASPA member Donald C. Menzel is president of Ethics Management International and a former ASPA president. Email: donmenzel@verizon.net



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Reports on the Web

Featured Report: A new issue brief from the Center for State and Local Government Excellence, "Comparing Compensation: State-Local Versus Private Sector Workers," examines whether benefits close the wage gap between public and private sector workers. Their analysis found that the compensation of state-local and private sector workers is similar.

www.slge.org

GAO Reports:

- **Drug Pricing:** Manufacturer Discounts in the 340B Program Offer Benefits, but Federal Oversight Needs Improvement.
- **Indian Health Service:** Increased Oversight Needed to Ensure Accuracy of Data Used for Estimating Contract Health Service Need.
- **Electronic Government:** Performance Measures for Projects Aimed at Promoting Innovation and Transparency Can Be Improved.
- **Recovery Act Education Programs:** Funding Retained Teachers, but Education Could More Consistently Communicate Stabilization Monitoring Issues.
- **Afghanistan Governance:** Performance-Data Gaps Hinder Overall Assessment of U.S. Efforts to Build Financial Management Capacity.
- **Personal ID Verification:** Agencies Should Set a Higher Priority on Using the Capabilities of Standardized Identification Cards.
- **Iraq and Afghanistan:** DOD, State, and USAID Cannot Fully Account for Contracts, Assistance Instruments, and Associated Personnel.

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Other Reports/Online Resources:

- Nelson A. Rockefeller Institute of Government, www.rockinst.org
- Bob Behn's Public Management Report www.ksg.harvard.edu/TheBehnReport/September2011.pdf
- Public Entity Risk Institute, www.riskinstitute.org
- State and Local IT Report www.1105govinfo.com
- Center for State and Local Government Excellence, www.slge.org
- International Public Management Association for Human Resources www.ipma-hr.org
- International City/County Management Association, www.icma.org
- Institute for Local Government www.ilsg.org/
- The Kaiser Family Foundation, www.kff.org
- The PEW Charitable Trusts www.pewtrusts.org
- PEW Research Center <http://pewresearch.org/>
- Markle Foundation, www.markle.org/
- Governing Magazine, www.governing.com
- Government Executive, www.govexec.com

WTSWhere Things Stand

Four State Leadership Teams Receive \$50,000 Grants to Expand Learning Opportunities

Denver—Teams of state legislators, state education officials, governors' policy advisors and statewide afterschool network directors in California, Connecticut, New Jersey, and Washington each received \$50,000 competitive grants to support student success by effectively integrating expanded learning opportunities into state education systems. The grants are awarded through the Supporting Student Success: The Promise of Expanded Learning Opportunities initiative, sponsored by the C.S. Mott Foundation.

The grants will support each state's plan to develop, adopt, and implement state policies that integrate expanded learning opportunities—such as afterschool, summer learning, and extended day and year programs—into state education systems.

"Ensuring students are prepared to compete in a global economy remains a top priority for all governors," said NGA executive director Dan Crippen. "NGA is happy to help provide assistance to these states as they explore options for expanded learning opportunities."

"State legislators continue to work on policies and programs to expand students' opportunities to learn both inside and outside of the classroom," said NCSL executive director William T. Pound. "We look forward to seeing the different learning innovations these states develop, and working with them to share these ideas with other policy makers across the country."

"We must provide today's students with personalized learning experiences and environments based on individual needs and interests," said CCSSO executive director Gene Wilhoit. "The human resources that exist in expanded learning opportunities must be tapped and seen as a key strategy for transforming the system to provide high-quality anytime, anywhere learning."

State activities supported by the grant will differ, but each state's proposed plan focuses on efforts to create state policies that support the integration of state education systems and the vast network of afterschool programs and providers in each state. For example:

- California will align the multiple existing funding streams to support summer learning opportunities as a key part of the state's year-round system of academic support.
- Connecticut will develop and implement a statewide plan for integrating expanded learning opportunities and K-12 public schools.

- New Jersey will identify best practices to facilitate the implementation of the Common Core State Standards into expanded learning opportunities.
- Washington will create strategies for using expanded learning opportunities to close the achievement gap.

In addition to the funding, grant recipients will receive in-depth technical assistance from the National Governors Association Center for Best Practices (NGA Center), the National Conference of State Legislatures (NCSL) and the Council of Chief State School Officers (CCSSO).

For more information, visit www.nga.org.

Medical Insurance Costs on the Rise for the Not-For-Profit Industry

Kansas City, KS—Medical insurance costs are continuing to rise for not-for-profit industry employers across the country. The 2011 Compensation Data Not-For-Profit survey results show organizations reported an average premium increase of 9.9 percent. More than 70 percent of respondents indicated they pay more than \$9,600 annually for an employee plus family plan.

"The rising cost of insurance premiums is something that continues to be an issue for employers," said Amy Kaminski, director of marketing for Compdata Surveys, the nation's leading pay and benefits survey data provider. "To counteract these rising costs, organizations have to look in different directions in order to continue providing quality coverage for their employees."

Premium costs remain high for not-for-profit organizations as 74.5 percent pay more than \$7,200 for an employee plus spouse plan. Nearly 64 percent of survey respondents report paying more than \$7,200 in premium costs for an employee plus children plan. Employee only plans cost employers between \$2,400 and \$7,200 per year.

Employers are often forced to shift some of the cost to their employees in an effort to offset the increasing outlay. Organizations increased the employee portion of the premium at a rate of 54.4 percent, whereas 41.5 percent have increased deductible levels. More than 82 percent of organizations report utilizing coordination of benefits in an effort to avoid overlap of benefit costs.

One way to reduce costs to the employer is through the type of plan offered. More organizations are beginning to offer a high deductible health plan (HDHP) to employees. In 2011, 20.7 percent of not-for-profit organ-

izations reported offering HDHPs compared to just 13.2 percent in 2009. The most prevalent coverage offered among organizations is a PPO plan, offered at a rate of 82 percent. HMO plans are the second most common, offered by 41.1 percent of respondents.

For further information about their compensation and benefit surveys, contact Michelle Willis at (800) 300-9570.

PSU Report Reveals Uncertain Costs, Risks of Mekong River Dams and Proposes New Planning Approaches

Portland, OR—The ultimate price tag of building 11 hydropower dams on the lower Mekong River potentially far exceeds the benefits to the region, according to a report released today from Portland State University and funded by the U.S. Agency for International Development (USAID).

View the full report and video presentation: <http://bit.ly/nnS0sR>

The study accounts for gains through power generation, but also for the predicted loss of fish as a food source, reduced flood protection by wetlands and disruptions in many other natural services where the lower Mekong flows through Laos, Thailand, Cambodia and Vietnam, an area rich in biological diversity.

"There is a huge range of uncertainty in constructing these dams, and any future plans need to account for that," said Robert Costanza, one of the authors of the report and Director of the Institute for Sustainable Solutions at Portland State University. "Plans also need to look at who would bear any negative costs. Is it developers, or the local cultures and communities?"

The net present value of constructing 11 dams was estimated to range vastly from a loss of \$274 billion to a gain of \$33 billion.

The report also suggests that aquaculture may not adequately replace loss to the natural fishery, a primary source of dietary protein for 60 million people that live in the region.

Plans date back to the 1950s to build dams on the lower Mekong River, but none have come to fruition. Currently, proposals exist for at least 11 hydroelectric dams on the main-stream lower Mekong in Laos and Cambodia.

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The Heart Says 'Yes' the Mind Says 'No' to the Palestinian Statehood Bid, Part 1

Sep 26, 2011 - 8:00 a.m. EST

Margaret Gangte

Reality check on international support: BBC News for Middle East dated September 16, 2011, released a poll, conducted by GlobeScan, of 20,446 citizens in 19 countries to test public opinion on Palestinian statehood; it announced 49 percent positive response and 21 percent negative response with the remaining as not responding. Although interesting, the poll does not constitute world public opinion by any definition, not to mention it would be rather absurd to determine status of nationality through a public opinion poll.
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Mahmoud Abbas, President of the Palestinian Authority, shows a copy of the application he had submitted to the Secretary-General for a formal application for UN membership.

America Grays, Majority Minority Shifts and Urbanization Accelerates

Sep 26, 2011 - 7:56 a.m. EST

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The Use of Social Network Applications in the Japanese Earthquake and Tsunami Response Efforts

Published 03/27/2011 - 2:26 p.m. EST



Ushahidi Social Network Trends Map Screen Shot

The March/April print and online editions of PA TIMES featured several articles on the aftermath of

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National Council Election Slate

Candidates Announced for 2011-12 Election

Washington, DC—ASPA's Nominating Committee has selected a slate of candidates for seats on the Society's National Council.

The Petition Period is now open and ballots will be emailed to ASPA members on October 15, 2011, polls will close on December 30, 2011. The candidate winning the vice-presidential seat will assume the presidency in 2014. The new Council members will begin their terms at the conclusion of the ASPA Annual Conference next March in Las Vegas, NV. Candidates are:

VICE PRESIDENT

Ann Hess Braga
Boston City Council

Allan Rosenbaum
Florida International University

DISTRICT I

Sheila Johnson
CUNY- School of Professional Studies

DISTRICT II

Paula Gordon
Homeland Security

DISTRICT III

Glenn Joseph
Munro and Associates, Inc.

Kalu Kalu
Auburn University

DISRICT IV

Ellen Dosdall
City of Minneapolis

Shami Dugal
Consultant

DISTRICT V

Rex Facer
Brigham Young University

Jim Nordin
Public Management Solutions

STUDENT REPRESENTATIVE

Tonya Thornton-Neaves
Mississippi State University

From Capitol Hill to the White House to the State House

The Latest Developments in ASPA's Continued Policy Engagement Activities

Allan Rosenbaum

One of the priorities of this year's ASPA strategic planning exercise was to enhance the organization's involvement in policy engagement activities as a means of enhancing public administration's voice in national affairs. This builds upon an initiative undertaken when Paul Posner assumed the presidency of ASPA and has continued under the subsequent leadership of Meredith Newman and Erik Bergrud. This initiative has served to significantly increase the voice of ASPA in the halls of Washington and is now on the verge of carrying ASPA's banner into the state and local arena as a new policy engagement initiative in the area of inter-governmental relations is about to be undertaken.

ASPA's initial policy engagement activity involved an effort to provide key federal policy makers with a more balanced perspective on federal salary policies and how they compare to public and private sector practice. This led to the development of a significant initiative by Steve Condrey and Rex Facer which included the development of a policy paper on this subject by Jared Llorens and Christine

Rush. As a result of the ASPA activities, both Condrey and Facer were appointed by the head of the Office of Personnel Management, John Berry, to a federal commission to examine this issue.

ASPA's second major policy engagement initiative focused upon urging the U.S. Agency for International Development to re-think the nature of its procurement policies in such a manner as to enable association and university based organizations to compete on a more level playing field for the Agency's projects. In so doing, this would enable the government to draw upon the considerable pool of talent that organizations like ASPA and the nation's universities can bring to the table in terms of implementing U.S. foreign assistance activities.

This initiative has provided opportunities for representatives of ASPA to begin to make the organization's presence felt in a significant way on Capitol Hill. As a part of this activity, ASPA delegations met on two separate occasions with members of Congress who serve on the Foreign Relations Committee of the U.S. House of Representatives. Most notable was a meeting held a few months ago with

the Chairperson of that committee, Congresswoman Ileana Ros-Lehtinen.

ASPA's newest policy engagement initiative, approved at the recently concluded National Council meeting, will involve an examination of the state of inter-governmental relations in the United States and the development of proposals designed to improve relationships between our national government and our state and local governments. A major factor leading to the National Council's decision to undertake such a policy engagement initiative was the symposium on inter-governmental relations edited by a past ASPA President Carl Stenberg, which appeared in *Public Administration Review* several months ago.

This initiative is a significant one both because it is a matter that is very important for the effective functioning of American government and public administration and it also is one for which ASPA is particularly suited. It provides an opportunity for ASPA to engage its chapters in the development of proposals and the carrying out of activities to encourage a better understanding of as well as more effective inter-governmental relations. It also provides an opportunity for

ASPA to reach out and engage a number of related professional organizations which are also concerned about such matters.

This policy engagement activity will also serve to provide a significant opportunity for ASPA to move "from Capitol Hill to the White House" in that under Paul Posner's leadership a meeting has been scheduled at the White House conference center which will bring together ASPA experts in the field of inter-governmental relations and senior officials of the Office of Management and Budget. The purpose of this meeting is to begin a dialogue regarding what kinds of initiatives would help to make the inter-governmental system function more effectively and enable both the participants in it and the public to better understand that functioning. It will also continue the process of raising both the voice and visibility of ASPA as a significant force in the process of building a better America.

ASPA member Allan Rosenbaum is director of the Institute for Public Management and Community Service at Florida International University and leads ASPA's policy engagement initiative. Email: rosenbau@fiu.edu

ERIK BERGRUD *President's Column*



Remembering

Erik Bergrud

I began writing this column on September 12, 2011, seated on an airplane bound for New York's LaGuardia Airport. The day before, the nation and the world paused to reflect upon the 10th anniversary of the September 11, 2001, terrorist attacks, to remember the victims and to celebrate the heroes who risked their lives, or in many cases sacrificed their lives, to protect the innocent.

Like most of you, I recall vividly where I was on that surreal day ten years ago. I was working for ASPA in my Kansas City home office (not in my pajamas!) when a co-worker contacted me about an airline crash in New York City. Our executive director happened to be on vacation that day, and we tried to get the remaining ASPA employees out of harm's way as raw breaking reports suggested impending calamity in the heart of Washington, DC. As the sole remaining staff member on duty, I then turned my attention to our members in affected locales, sending "Are you all right?" email message after email message, hoping that I would receive responses.

ASPA's growing electronic presence enabled the Society to respond quickly to that unspeakable tragedy. President Dan Ahern and Executive Director Mary Hamilton collaborated on an official statement:

"We in the American Society for Public Administration wish to express our heartfelt sympathy to the families and friends of the victims of the airplane hijackings and terrorist attacks in New York City and Washington, DC. We share the nation's horror at these events.

We are proud of the many public servants and other individuals who have been working under dangerous conditions, tirelessly and heroically, to see us through this catastrophe.

We pray for the safety of our friends, members and public service colleagues employed at the World Trade Center and the Pentagon, for the victims of the attack, their families and friends.

We believe in this country and the strength and resilience of its people and are confident that together we will surmount this tragic situation and be stronger for it."

In the ensuing days and weeks, several members crafted online columns for the

ASPA web site. The late Harlan Cleveland, who served Presidents Kennedy, Johnson and Nixon, provided analysis which, if heeded, would have changed our country's trajectory during the past decade. He wrote:

I remember September 11, 2001. I remember these poignant reflections offered by my ASPA colleagues in the ensuing days and weeks. Yet, I'm struggling to remember how assured I was in the aftermath of the attacks that Americans would continue to value public servants.

"The American people, once again instantly unified, have now made a judgment that we are at war. It's not in us to walk around frightened about our future, so we're going to do something. But do what? And who's the we that will be doing it?"

The first instinct of some leaders may be to lash out at the most obvious symbols of terrorism, and do it in a hurry-at whatever expense to our own democracy-and on our own, as a self-isolating action. My guess is that the instinctive wisdom of the people will prevail over the itch of the instant-response hotheads, and that the case for acting internationally in an interdependent world will trump the urge to express our unilateral impatience.

Like most things worth doing, this won't be done in a hurry. It won't be done without casualties, and it won't be done at bargain prices. For a start, it will doubtless cost a lot more than we were planning to spend on "defense." This may require changing some suddenly premature Republican ideas about tax cutting, and some postponable Democratic ambitions about social spending.

The American people are heir to one tradition that is a feature of our history but is, curiously, not yet expressed in the lyrics of our patriotic songs. Ours is a nation that

risks to the occasion. We have done it before, and we will do it again."

Colin Talbot, then a professor of public policy at the University of Nottingham, UK, provided an international perspective. In "Tough on Terrorism, Tough on the Causes of Terrorism," he contrasted historical terrorist organizations with specific grievances with the perpetrators of the September 11, 2001, attacks, interested in waging an ideological war and overthrowing a whole system.

And an emotional piece by Bob and Janet Denhardt became one of the most widely read articles ever published by ASPA. I reread "The Power of Public Service" on the eve of the 10th anniversary. I remain captivated by their closing paragraphs.

"In a peculiar way, this ghastly act of terrorism reminds us of why we are in the public service. We care about our country, our community and our neighbors. Each of us, whether we wear a uniform, a suit, a jacket, coveralls or a hard hat, plays a role in improving the lives of others. Service to the public - helping people in trouble, making the world safer and cleaner, helping children learn and prosper, literally going where others would not go-is our job and our calling.

The image of police officers and firefighters going up those stairs is compelling. But even more compelling is the larger and more pervasive power of public service. Those in law enforcement, in transportation, in health care and in dozens of other fields at the federal, state and local levels will make untold sacrifices over the coming months and years in order to respond to these events and to make this world a better place for our citizens.

This ability to be selfless, to be open to the needs and values and wants of others, is a part of each public servant. And it's a part of who we are that shouldn't require effort, or even tragedy for us to recognize or acknowledge. We need not wait for such events to awaken our sense of humanity and respect. As these events have once again shown, service to the public is indeed a proud and noble profession."

Fortunately, ASPA archived the works of these individuals and other columnists which appeared online a decade ago. You can access them at <http://64.91.242.87/publications/COLUMNS/archives/index.html>.

I remember September 11, 2001. I remember these poignant reflections offered by my ASPA colleagues in the ensuing days and weeks. Yet, I'm struggling to remember how assured I was in the aftermath of the attacks that Americans would continue to value public servants. And I wonder what climate public servants will experience on September 11, 2021.

This article originally appeared in the September 19, 2011, edition of PA TIMES Online (patimes.eznuz.com).

ASPA member Erik Bergrud is the Society's president and senior director of Community and Government Relations at Park University. Email: ebergrud@aspanet.org

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Linda Orrante is the Solano County, CA, Health and Social Services deputy director for Child Welfare Services.

ASPA Member Linda Orrante Honored for Accomplishments

Foster Parent Association Honors CWS Deputy Director

Solano County, CA—The California State Foster Parent Association will present Linda Orrante, Health and Social Services Deputy Director for Child Welfare Services, with its Deputy Director Award for her outstanding accomplishments in her role of supporting Solano County children and families.

“This award echoes what our community already knows—Linda is making a difference in the lives of children and families in Solano County,” said Solano County Health and Social Services Director Patrick Duterte. “Her creativity and focus on preventive services has strengthened families and led to a reduction in the number of children entering the foster care system.”

Since assuming the deputy director position in 2004, Solano County has seen continued improvement in its ability to meet federal and state performance standards that measure the work Child Welfare Services does with children and families.

Some of the innovative programs Orrante has implemented include an array of decision tools and practices for social workers and foster parents to improve the consistency and quality of care for foster children, comprehensive best practices training for staff, and the inclusion of


foster parents in project work groups, such as the California Connected by 25 Initiative.

Child Welfare Services has focused its efforts on improving the ability of foster youth to be successful adults. The division has been able to do this by establishing strong partnerships with other community-based agencies in order to provide a wider array of services, such as working with the Solano County Office of Education to provide guidance services for youths and foster parents. Orrante established a Youth Action Team comprised of current and former foster youths whose role includes advising H&SS regarding improvements to the Solano County foster care system.

Orrante will receive the award at the CSFPA 35th Annual Training Conference on Oct. 5 in Ontario, CA.

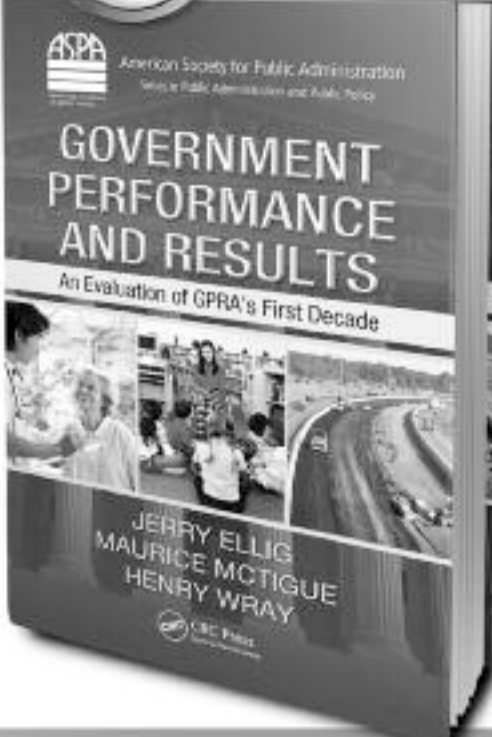
Earlier this year, Orrante received the Solano County Court Appointed Special Advocates J. Paul Coan Award for her commitment to creating positive outcomes in the lives of children who come into the court and child welfare system.

Orrante serves on the national advisory boards for the National Child Welfare Workforce Institute and the National Resource Center on In-home Services.



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Book Review

Creating New Approaches to Governance in the Decades Ahead

Transforming American Governance: Rebooting the Public Square, edited by Alan P. Balutis, Terry F. Buss, Dwight Ink

Reviewed by Mark A. Abramson

The examination of public management, public administration and governance is indeed a challenge today. The political landscape keeps changing at a rapid pace, as well as does the major issues and problems of the day. In a short two year period, public servants have gone from “being cool again” to receiving major criticism for their implementation of government regulations and government programs. Understanding how and when this shift occurred is a major topic in the new volume edited by Alan P. Balutis, Terry F. Buss and Dwight Ink, *Transforming American Governance: Rebooting the Public Square*. The volume is the 12th in the National Academy of Public Administration’s Transformational Trends in Governance and Democracy book series published by M.E. Sharpe.

The Balutis, Buss and Ink volume is a valuable addition to the public administration literature on two fronts. First, the book addresses the “drivers” of change in governance over the past two decades and summarizes key public management developments in that time period. Second, the volume also peers ahead to examine what governance might look like in the United States over the next two decades.

The Present: How We Got Here

The opening chapter by Buss, Balutis, and Ink, “American Governance 3.0: Issues and Prospects,” is an excellent recapping of major recent trends and themes in public management. The chapter should be required reading for all public administration students and new civil servants. It provides an overview of what the authors term “signal events” of the past twenty years, including a summary of Obama’s first two years in office which includes descriptions of the Administration’s health care reform, stimulus package, energy policy, and regulatory activism. The chapter also provides an overview of the new public management and describes the major management initiatives of the Clinton, George W. Bush, and Obama administrations. The chapter concludes with a brief examination of the health of our governmental institutions.

While the Buss, Balutis, and Ink brings the reader up to date on major public administra-

tion developments over the past two decades, the chapter by F. Steve Redburn, “Experts and the Fiscal Challenge: Strategies of Influence,” describes the major actors currently involved in the debate over the nation’s fiscal future. Redburn presents three influence strategies that these experts can use in influencing the debate over the nation’s deficit.

In a short two year period, public servants have gone from “being cool again” to receiving major criticism for their implementation of government regulations and government programs.

Two other chapters also focus on how government got here to where it is today. In his chapter, “Governance Implications of the Bush Administration’s War on Terror,” Nathaniel Buss describes the new national security initiatives which moved Governance 2.0 into the “relatively unknown territory of Governance 3.0.” In his chapter, “Effective Governance: Withering Without Federalism,” John Kincaid summarizes major changes in federalism over the past two decades.

Looking Ahead: New Approaches to Public Management

In addition to looking at the past and present, the volume looks ahead to the future. In his chapter, “Crisis, Governance, and the Administrative State in Post-Neoliberal World,” Robert F. Durant presents “seven Rs” if a “government out of sight” continues to be the mantra of the American public. The seven Rs include reconceptualizing purpose; reconnecting with stakeholders, partners, and citizens; redefining administrative rationality; recapitalizing assets; reengaging resources; revitalizing democratic constitutionalism; and restoring trust.

A major theme throughout the volume is the need for new types of collaboration in our governance systems. Four of the chapters in the book focus on collaboration:

- Tom Stanton, in his chapter “Improving Collaboration by Federal Agencies,” discusses the need for government to solve problems which go beyond organizational


boundaries. Stanton offers an astute analysis of the distinction between coordination and collaboration. He concludes that increased collaboration between agencies is now essential to building a more capable government which can respond to the “plethora of changing circumstances that raise problems that a single federal agency cannot address by itself.”

- Thom Reilly and Robert Tekniepe, in their chapter “Collaborative Regional Networked Systems,” address the need for such networks which they describe as “incorporating horizontal relationships designed to increase the efficiency of delivering shared public services by partnering governmental agencies with non-governmental agencies.” Reilly and Tekniepe argue that creating effective governance in the interconnected web of cities, counties, and suburbs “will require

bold approaches and new institutional arrangements that rely on dynamic and rich networks of governmental and non-governmental actors.”

- Alan Shark, in his chapter on “Turning Citizen ‘Engagement’ into Citizen Engagement: Managing Expectations with Web 2.0 and Social Media,” focuses on the need to find new types of engagement with citizens through the use of social media. Shark sets forth three key principles that local governments can adopt: engaging the unengaged; facing government vs. the face of government; and increasing civic engagement.
- Lena Trudeau, in her chapter “The Evolution of Collaboration,” sets forth a roadmap for government organization to create a more collaborative government:

See BOOK REVIEW, pg. 20



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New ASPA Members

ASPA welcomes the following new members from the months of AUGUST/SEPTEMBER 2011. *Members rejoining ASPA are not included on this list.*

Megan Carlson	Alaska	Sophia V. Guevara	Detroit Metropolitan Area	Jenny Joseph-Hayle	Massachusetts	Michelle Campau	Sacramento CA
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Nedda Lemman	Arizona	William J. Ward	Detroit Metropolitan Area	Gwynneth Bradley	Memphis/Mid South	Nigel Mancebo	Sacramento CA
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Kevin Mullen	Arkansas	Laurie Textor	Eastern North Carolina	Rebecca Davis	Memphis/Mid South	Nadia Simpson	Sacramento CA
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ASPA in Brief

ASPA Professional Development Webinar Series

Join ASPA for the next edition in its webinar series, sponsored by Walden University.

Integrating Diversity Strategies for Success

October 19, 2011 • 1:00-2:00pm ET

This webinar will provide a seven-step process that is critical to an organization to achieve its long term success. Understanding these steps can help your organization focus its energy in the critical area of implementation. It can also help build on its successes to integrate diversity more feasibly and with less resistance into all aspects of the organization. Ultimately, it will create a more diverse, inclusive, high performing organization.

The presenter is Phin Xaypangna, a diversity and organizational development consultant, currently working for Mecklenburg County Government. She has over 15 years

of experience in managing and leading the diversity efforts for local governments and nonprofit organizations and is a community activist for social change.

- The cost for an ASPA Member is \$25.00
- A new Member with Webinar—\$10.00 (this includes a one year ASPA membership)
- Non Member—\$50.00

For more information or to register for this webinar, go to www.aspanet.org.

2012 Annual Conference Preparations Under Way!

The Call for Proposals brought in a record 570+ submissions. The Committee is reviewing all proposals and submitters will be notified mid October. With the theme, "Redefining Public Service through Civic Engagement," the conference will take place March 2-6 at the Flamingo Las Vegas.

Conference registration is open online at www.aspanet.org. You can also access

sponsor and exhibitor brochures on the ASPA website. For Conference questions, please call 202-585-4306 or email judymiller@aspanet.org.

ASPA has acquired a limited number of rooms at a discounted rate of \$169.00 plus tax for single or double occupancy. Limited Federal Per Diem rates are also available. Use the link below to make reservations. For questions, contact the hotel directly at 702-733-3111. <http://www.harrahs.com/Check-GroupAvailability.do?propCode=FLV&groupCode=SFASP2>

Student and New Professional Membership Campaign

Have you told a student or new professional about ASPA lately? ASPA is offering a special discount join rate to new professionals and students who join by the end of October. For \$50, students and new professionals are offered full membership benefits including:

- *Public Administration Review (PAR)*—Complete access to the premier journal for those working in public service or teaching public administration.
- *PublicServiceCareers.org*—ASPA's online Career Center and job
- *PA TIMES*—ASPA's newspaper reporting the latest trends and happenings in public administration, with original articles and regular columns on advancing your career.
- *The Bridge*—ASPA's electronic bi-weekly newsletter that keeps you connected to the field of public service and administration.
- More than 100 local ASPA Chapters, dozens of special-interest sections, and volunteer leadership opportunities to develop interests, skills and talents.
- Student scholarships and student conference grants.

Joining is now easier than ever with our new PDF membership form at www.aspanet.org.

Book is a Worthy Addition to Series

From **BOOK REVIEW**, pg. 18

create an environment that is open and networked; develop models for collaborative teams and approaches; update laws and policies; learn by doing, smartly; and celebrate and learn from failure.

A major strength of the volume is that it topics include examinations of government at all levels: federal, state, and local. In their chapter, "Will New State Government Management Models Emerge from the Economic Crisis," Susan Urahn and W. Frederick Thompson forecast potential budget adjustments and strategies which states can undertake to respond to their current fiscal challenges. In his chapter, "A New Kind of Public Square for Urban America, Norman Jacknis tackles the future of cities and suburbs in the decades ahead.

A major premise of many of the chapters included in the volume is that government will have to change in the future and develop new approaches to governance. In their chapter, "Design Lessons for Smart Governance and Infrastructure," Erik Johnston and Derek Hansen present six levers for future governance: organize around specific problems, crowdsource, provide meaningful pathways to contribute, encourage engagement, coordinate decentralized effort, and provide open access to useful data and tools in useable formats.

The volume is especially strong in addressing future governance issues at the federal level of government. In his chapter, "Reforms Needed to Meet Future Challenges,"

Dwight Ink presents a clear management agenda for the administration starting in January 2013, either the second term of Barack Obama or the first term of a Republican President. Building on his first-hand experiences in government, Ink describes the challenge of mobilizing interagency resources for large undertakings.

Most importantly, Ink poses the question, "Is Government Reform a Pipe Dream?" In answering this question, Ink examines problems that have substantially weakened past such efforts, such as failure to base reform on the facts, slowness in gearing up, poor congressional relations, poor utilization of the career civil service, undervaluing the role of political appointees, and failure to build effective political-career partnerships. Based on this insightful analysis, Ink recommends the establishment of a new office of management to provide leadership on government management and organization issues.

Throughout its 21 chapters, *Transforming American Governance: Rebooting the Public Square* provides many important insights and recommendations on building new governance models for 21st century. It is a worthy addition to the National Academy of Public Administration's Transformation Trends book series.

Mark A. Abramson is president, Leadership Inc. He is the co-author (with Paul Lawrence) of the forthcoming Paths to Making a Difference: Leading in Government (Rowman & Littlefield Publishers, Inc.) Email: mark.abramson@thoughtleadershipinc.com.



2012 Nominations for SWPA National Awards are Now Open!

2012 SWPA National Awards Nominations are now open. All ASPA members and other professional colleagues are encouraged to nominate outstanding individuals for these Awards.

Send all Award nominations to **Nancy Foye-Cox** – SWPA National Awards Chair, at: nancyfoyecox@yahoo.com. Please mention the specific SWPA National Award in the e-mail Subject Line. Go to the SWPA web site at www.swpanet.org and complete automated nomination form online, or submit a cover letter addressing the candidate's qualifications for the award. Include your contact information also. Please attach the candidate's vita or resume with their current contact information. The National Awards Committee submits recommendations to the SWPA Board of Directors for final approval. Awards are presented at the annual SWPA Breakfast during the ASPA National Conference.

AWARDS CRITERIA:

Joan Fiss Bishop Award

Established in 1985. Recognizes an honoree, who by example and action, has: promoted increased participation of women in the public service profession; exhibited a defined contribution to increased involvement in the public sector; shown innovative leadership and accomplished professionalism in their own public service career, and made a commitment to the profession through ASPA membership.

Marcia P. Crowley Award

Originally established in 1991 and rededicated in 2007. Recognizes an honoree for: outstanding service to SWPA; service to the Section for several years; and making a demonstrated impact on the work of the Section. *NOTE: Honoree must be a current Section member in good standing.*

Rita Mae Kelly Award

Originally established in 1991. Recognizes an honoree for: contributing research to gender-related issues; performing research on an issue(s) significant to women's role in public administration; and making an impact through that research on women's lives. *NOTE: Honoree is not required to be an ASPA or SWPA member.*

Julia J. Henderson Award

Originally established in 2007. Recognizes an honoree who has demonstrated commitment to: international public administration, in particular; or to international public service, in general, by a lifetime of public service; or to careers in international public administration and public service. *NOTE: Honoree is not required to be an ASPA or SWPA member.*

NOMINATION DEADLINE: Friday – December 16, 2011

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New Tools for Performance-based Funding Review Process

From **FUNDING TOOLS**, pg. 11

Development of the Tools

The initial impetus for revision of The Trust's contract performance review process, begun in 2009, included:

- the necessity to make difficult budget reductions in light of declining local property tax revenues;
- dissatisfaction with the inability of previous contract performance tools and processes to provide adequate data to guide equitable, transparent funding decisions and continuously improve contract performance; and
- the desire for one easily interpretable, integrated and standardized contract performance score that would be comparable across The Trust's different funded program areas.

With a directive from the Board and The Trust leadership, the Research and Evaluation department convened a cross-departmental work group to spearhead the development of the revised processes and tools. In keeping with The Trust's collaborative partnership approach to contracting, Trust staff also engaged contractors in the revision process. Throughout the redevelopment, piloting, and implementation phases of the revision, feedback was obtained from Trust staff and contractors through meetings, focus groups and surveys to ensure all perspectives were considered. A web-based system to record scores was developed by the Information Technology department and standard reports were developed to clearly share the results with funded providers.

Additionally, Trust staff conducted analyses of the revised tools to assess any systematic variations in contractor performance scores that could indicate scoring bias in relation to contractor characteristics such as agency size, service type, contract size, first year contract status, or poverty levels of geographic service areas. No meaningful differences that could be attributed to these characteristics were detected.

Description and Utilization of Contract Performance Tools

In their newly revised performance-based contract monitoring and funding process, The Trust utilizes three tools to conduct two formal contract performance reviews per contract year: a mid- and an end-of-year (EOY) review. The purpose of these reviews is threefold: monitoring contract implementation, guiding funding decisions, and assisting in continuous quality improvement efforts. For each review, Trust staff generate an overall performance score for each contract utilizing the results of

three contract performance tools. These tools are available to contractors (and the general public) on The Trust's website and are briefly described below.

- *On-site Monitoring Tool*, completed once per year approximately mid-way through the contract by the assigned contract manager, focuses on observation of service delivery and review of participant and administrative documentation.
- *Results and Accountability Tool*, completed twice per year by Trust research staff, focuses on contract performance measures including assessment of data collected by contractors on the quantity and quality of services delivered and participant outcomes achieved.
- *Fiscal Results Tool*, completed twice per year by Trust fiscal staff, focuses on compliance with contract fiscal requirements (e.g., invoicing, audits, fiscal viability).

The overall contract performance score generated from these tools has three elements: service quantity and quality reflecting the extent to which the contractor achieved the quantity of services and the performance measures as specified in the contract (50 percent of score), fiscal strength reflecting the extent to which the contractor met the fiscal requirements of the contract (25 percent), and contract compliance reflecting the extent to which the contractor met the administrative, safety standards and reporting requirements of the contract (25 percent).

Trust staff and board utilize the results from the mid-year reviews in making annual contract renewal decisions. Over the past two years, contracts scoring below 70 on the 100 point performance score were not renewed. For remaining contracts, renewal funding levels were reduced based on the performance score (i.e., scores of 70-79 had a 12 percent cut; 80-89 had an 8 percent cut; and 90-100 had a 4 percent cut).

Mid-year results also serve as a data-driven "early warning" system to identify potential problems and areas for improvement at the level of individual contracts or groupings of contracts (e.g., small contracts, first year contractors, or a newly launched initiative) so that Trust staff can address problems with contractors. Reflecting The Trust's partnership approach to contracting, contractors have the opportunity to meet with Trust staff to discuss and/or question their performance score. In some cases, this process may lead to a score adjustment.

Benefits

Trust staff report that implementation of this performance-based contract monitoring and funding process has resulted in a number of benefits to both The Trust and their contractors including:

- *Increased equity and transparency in decision-making*—funding decisions are made "in the sunshine" as scores are reviewed by the Board and publicly available upon request
- *Increased internal consistency*—all contractors across different funding initiatives are assessed using the same tools that now have less redundancy and duplication, and Trust staff are trained to complete each tool reliably
- *Increased fiscal accountability*—contract performance is assessed and results are utilized in funding decisions ensuring the effective use of public dollars
- *Improved contract performance*—contractors know the criteria by which they will be assessed and are incentivized to perform well knowing that performance is directly linked to future contract renewal and funding levels
- *Targeted capacity-building*—deficiencies in contract performance are identified by mid-year and standard guidelines were established for development of contract Program Improvement Plans (PIPs) that outline clear action steps when needed
- *Improved partnership between The Trust and contractors*—Trust staff openly shared the development process with contractors and actively sought their feedback on the tools and process; collaborative development facilitated acceptance and use of the revised tools by Trust staff and contractors
- *Improved planning and policy-making*—the revised tools provide additional data that enable data-driven planning and policy-making by The Trust's staff and board. For example, the staggered levels of performance-based funding reductions would not have been possible within previous contract review methods
- Additionally, in a survey of contractors, a majority of contractors reported the tools assisted them in assessing their contract performance and in many instances to make improvements in data collection and management

For more information about The Children's Trust's performance-based contract performance monitoring and funding process or for a copy of the contract performance tools, contact: Dalia Garcia at dalia@thechildrenstrust.org, or visit www.thechildrenstrust.org/forms

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Improving Employee Engagement is a Marathon Not a Sprint

From LAVIGNA, pg. 10

percent are “not engaged.”

In addition to these results, a 2011 survey by the Center for State and Local Government Excellence revealed that the #1 issue facing state and local governments is morale. That translates into employee engagement.

So, it seems there is great potential to improve employee engagement and therefore reap the individual and organizational benefits that high-engagement organizations enjoy.

Measuring Engagement in Government

In order to improve engagement, an organization must first understand how engaged its employees already are. The best way to do this is to measure engagement directly by surveying employees. Surveys quantify the level of employee engagement, and can serve as the benchmark to assess engagement levels over time.

Good surveys also deliver results that can be clear and actionable. For example, if a survey shows that employees aren't receiving feedback regularly, or aren't sure exactly what they're supposed to be doing, managers can act to fix these problems.

While there is a wide range of approaches to engagement surveys (and the questions they include), these approaches share a few key factors. Although these engagement factors can be described differently in different surveys and analyses, they boil down to whether employees feel they:

- Have the opportunity to perform well at work;
- Can achieve personal and professional growth;
- Are satisfied with the recognition they receive;

- Have pride in their work and organization;
- Are satisfied with supervision and leadership;
- See the link between their work and the organization's mission; and
- Have input to decision-making (i.e., their opinions count).

There are many ways to survey employees. MSPB, for example, has developed a statistically sound survey that includes 16 engagement questions that reveal the extent that a work unit's employees are engaged. And although the results are based on surveys of federal government employees, the MSPB methodology can also be applied to other public sector workplaces.

Another survey, the Gallup Q12, was not designed expressly for government, but has been used by government agencies and is validated by a database of millions of employee surveys.

And there are other reputable organizations that can conduct engagement surveys.

Using the Survey Data to Take Action

A current LinkedIn discussion group focuses on employee engagement, and a discussion question is, “In ten words or less, name what you believe are or could be the three most effective drivers of engagement.” According to one discussion group member, “Free pizza and coke on a Friday afternoon is not an engagement strategy.” It's a little more complicated than that.

All the surveying and data in the world can't help unless the results are used. No matter how an organization approaches taking action, it's important to understand that improving employee engagement is a marathon, not a sprint.

According to the nonprofit Partnership for Public Service, acting on survey results in-

volves a series of specific steps.

Identify focus areas. No organization can fix everything at once. That's why it's important to use survey data to focus on the responses that identify the greatest opportunities to improve. There may be low-hanging fruit where short-term improvement is possible—and may even be necessary.

Engage key stakeholders. Change can't happen in a vacuum. Improvement requires a shared vision that starts with senior leadership and extends to stakeholders at every level.

An executive champion can generate support, resources and buy-in from other stakeholders. Plus, employees who are encouraged by their leaders' commitment to workforce issues can act as ambassadors for change.

Unions can also be powerful allies for change, especially since they are still very influential in many government agencies. And improving their members' level of engagement should resonate with organized labor.

Form action teams. Many agencies have successfully responded to employee survey results by forming action teams which use the survey data to identify key issues, research the problems that underlie these issues, develop recommendations—and then help implement them.

- **Build a team of volunteers.** Select employees who are personally invested in workplace improvement and can handle the added responsibility of serving on action teams. These teams should be carefully assembled to include employees with the right skills who want to lead change.
- **Set milestones and measurable goals.** Engagement survey data will probably reveal important improvement areas such as quality of supervision, role clarity, and rewards/recognition. These areas can be the

basis for short-term, mid-term and long-term goals, as well as timelines to achieve them.

- **Confirm specific deliverables.** For example, what exactly will the team deliver (e.g., memo, report, presentation, some combination); how often will the team check in with its executive champion (e.g., interim check-ins, one final briefing); who is the primary audience for any deliverables (e.g., senior leaders, managers, staff); and will there be follow-up deliverables (e.g., to evaluate changes and results)?
- **Determine budget and resources.** Review costs and resource requirements with the executive champion. For example, what are the anticipated costs for the team to develop recommendations based on the action plan; what other resources are needed; and how will the team coordinate with managers across the organization?
- **Define metrics for success.** How will the teams collect and analyze data to measure success; how will they track progress, how will the impact of implemented recommendations be measured, and over what time period?

There is no silver bullet to drive high levels of employee engagement. Instead, what's needed is “silver buckshot—an integrated series of actions to identify and then improve engagement. But improving engagement is one clear way to make sure that when your chief assets leave at the end of the day, they do plan to come back tomorrow.

ASPA member Bob Lavigna is assistant vice chancellor-HR at the University of Wisconsin-Madison. He was formerly vice president of research for the nonprofit, nonpartisan Partnership for Public Service. Email: rlavigna@ohr.wisc.edu.



Submission of abstracts:
Participants are invited to submit an abstract of 500 words with full contact details. Abstracts must be submitted to the conference organization (stad@stadij.org) by 10 January 2012.

Conference information
For more information about the conference, please consult the website www.Stad.org.

Organising team
Co-chairs:
Taco Bruijnzeel (Radboud University Nijmegen)
Patricia Juijze (University of Bath)

Local organising team:
Marlene van Gennip
Jeroen Heidegger
Markus Hoenig
Sandra Koudstaal
Michiel de Vries





Radboud University Nijmegen, The Netherlands



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CAREER CENTER

Federal Employees Strongly Committed to Serving the American People

Employee Viewpoint Survey Results Show a Dedicated Workforce

Washington, DC—The U.S. Office of Personnel Management (OPM) released the results of the 2011 Employee Viewpoint Survey (EVS), the largest governmentwide survey ever, which shows that federal employees are strongly committed to serving the American people. The governmentwide results illustrate that workers are committed to their missions, feel their work is important, know how their work fits into the broader agency missions and feel accountable for the work they do. Agencies will use these results to further improve employee performance and make government work as effectively and efficiently as possible for the American people.

Ninety six percent of employees responded that they are willing to put in the extra effort to get the job done while 91 percent say they are constantly looking for ways to do their jobs better.

“The Employee Viewpoint Survey is a critical tool for agencies governmentwide to pinpoint problems, such as the lack of employee engagement, and fix them,” said OPM Director John Berry. “Employee engagement is key to mission success. That’s why leading private companies survey their employees. Engaged employees who feel accountable for delivering results will provide the American people the best service.”

Dedicated and engaged federal employees are critical to delivering effective, efficient service to the American people.

“We have doctors fighting diseases, law enforcement officers protecting us from serious threats, agriculture researchers helping farmers grow more food, and nutritionists helping children eat better, just to name a few of the things our public servants do

every day,” said Director Berry.

EVS has proven to be an invaluable tool that provides agencies and managers across federal organizations with objective, actionable information that enables them to identify best practices to scale and areas needing attention.

After last year’s survey, OPM and the Office of Management and Budget asked agencies to develop action plans for priority areas needing attention and as a blueprint for change. They will also look for ways to make the 2012 survey an even better resource for managers as the Administration continues to drive efficiency and do more with less across the Federal government.

This year’s survey gives the agencies feedback to know whether the strategies they adopted seem to be making a difference and to figure out where to focus next year.

Overall, several results illustrated federal employees’ satisfaction with their work:

- 69 percent of employees recommend their organization as a good place to work,

- 92 percent feel their work is important,
- 84 percent feel accountable for achieving results, and
- 85 percent know how their work relates to their agency’s goals and priorities.

“In the last century, America’s civil servants—both civilian and military—split the atom, touched the surface of the Moon, decoded the human genome, and invented the Internet. We beat the Great Depression, segregation, fascism, communism and more,” said Director Berry. “Today, we work to assure America adapts and endures in an age when communication is instant and connections are global. We do it by having the right people, and the right know-how, and the can-do attitude that permeates American history.”

EVS is the largest of its kind. This year the survey was sent to 540,727 employees across the government.

Survey results can be viewed at www.fed-view.opm.gov.

Online Government Job and Internship Resources

www.PublicServiceCareers.org
ASPA’s Online Career Center allows students and other members to post résumés, search a job database and apply for jobs online.

Hot Jobs/Cool Internships eNewsletter—www.makingthedifference.org/federaljobs/hotjobs.shtml

Federal Job Information—www.makingthedifference.org

www.careersingovernment.com
This site offers nationwide listings of jobs in government, education and the public sector. Search for a listing containing specific key words, or view a list of employers by state.

www.studentjobs.gov
This website is the one-stop portal for a range of employment opportunities for students within the federal government, whether in high school, college, or graduate school.

www.usajobs.gov
The official U.S. government job site, this site provides a database of over 14,000 federal employment opportunities.

www.ourpublicservice.org
The Partnership for Public Service offers several ways for students to learn about federal internship and job opportunities.

FYI

2012 UNPSA Awards Now Accepting Nominations

The 2012 United Nations Public Service Awards (UNPSA) Programme is accepting nominations from 15 September 2011 to 31 December 2011. The UNPSA is the most prestigious international recognition of excellence in public service and rewards the creative achievements and contributions of public service institutions that lead to a more effective and responsive public administration in countries worldwide and seeks to disseminate the initiatives for replication.

The award is open to all public organizations including Governments and public-private partnerships involved in delivering services to citizens around the globe. Your institution is welcome to nominate projects that have improved delivery of public services for the 2012 Public Service Awards, which will mark the tenth anniversary of the programme.

You may view the 2012 United Nations Public Service Awards (UNPSA) Call for Nominations on this link <http://tiny.cc/unpanpartnrEnglish>

Please be advised that the nomination form

must be completed online on the UNPAN portal at: www.unpan.org/applyunpsa2012 where a thorough explanation of the nomination process and the online application form are available.

For more information on UNPSA, including previous winners, guidelines and frequently asked questions, please click here <http://www.unpan.org/unpsa>. The winners of the 2012 UNPSA will be recognized on 23 June 2012 during the celebration of the United Nations Public Service Day.

The Awards for 2012 will be bestowed in the following five categories:

- Preventing and fighting corruption in the public service
- Improving the delivery of public services
- Fostering participation in policy-making decisions through innovative mechanisms
- Advancing knowledge management in government
- Promoting gender sensitive public service delivery

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Tenured or Tenure-Track Faculty Rank Open Department of Public Administration The University of Texas at San Antonio

The Department of Public Administration at the University of Texas at San Antonio (UTSA) invites applicants for a tenured or tenure-track faculty position (Rank Open) in Public Administration beginning Fall 2012 (pending budget approval).

Required qualifications: A Ph.D. in Public Administration, Public Policy, Political Science, Economics, Urban Planning or a related discipline.

To be considered at the tenure-track assistant professor level, successful applicants must be able to articulate a research agenda, have an emerging record of publications, excellent teaching skills and commitment to service.

To be considered at the tenured associate professor level, successful applicants must have an established research agenda, a strong record of publications, excellent teaching skills with demonstrated effectiveness and a track record of service.

To be considered at the tenured full professor level, successful applicants must be recognized authorities in their respective fields of specialization, have excellent teaching skills with demonstrated effectiveness and a track record of service.

Preferred qualifications: Substantive specializations are open. Applicants who are able to teach courses in nonprofit management, public budgeting, economics, and urban management are especially encouraged to apply. Policy areas of strategic interest to UTSA and the College of Public Policy include health, security, energy and environment, human and social development and sustainability. Applicants whose substantive expertise is relevant to these areas are strongly encouraged to apply.

Responsibilities: Research, teaching (graduate and undergraduate), and service. Courses will be offered primarily at the UTSA Downtown Campus. The department currently offers a NASPAA accredited Master of Public Administration (MPA) degree, a graduate certificate in Nonprofit Management, collaborates with the College of Architecture in a master's degree in Urban Planning and Regional Planning, and a Bachelor in Public Administration (BPA) degree (starting in Fall 2011).

Applicants must submit:

- A letter of application which includes the level for which they wish to be considered
- Curriculum Vitae (including the names, addresses, and telephone numbers of three references)
- Two journal articles or other samples of research and writing
- Teaching evaluations, if applicable

Send application materials to: Faculty Search Committee Chair, Department of Public Administration, The University of Texas at San Antonio, 501 W. Cesar E. Chavez Blvd., San Antonio, Texas 78207-4415

Review of applications will begin on November 1, 2011 and will continue until the position is filled.

UTSA is an Affirmative Action/Equal Opportunity employer. Women, minorities, veterans, and individuals with disabilities are encouraged to apply. Applicants who are selected for interviews must be able to show proof that they will be eligible and qualified to work in the United States by time of hire.

Senior Lecturer/Lecturer In Public Administration School of Public Affairs Penn State Harrisburg

Penn State Harrisburg's School of Public Affairs, invites applications for a non-tenure track position in Public Administration at the rank of Senior Lecturer or Lecturer, effective Fall Semester 2012. The appointment is for one year with the possibility of reappointment. The School seeks a generalist with interests in areas including, but not limited to, Organization Theory, Human Resource Management, Information Systems, and Public Management.

The successful candidate will have an earned doctorate in Public Administration or a related discipline. Experience in online asynchronous education preferred but not required. Primary teaching assignment is in the Master of Public Administration (MPA) program, although the candidate may have the option to teach in other programs based on interest and expertise. The MPA is offered both as a residential program and online.

Penn State University's only graduate program in Public Administration is offered at Penn State Harrisburg. The program is NASPAA accredited and ranks in the top 20% of programs nationally. The School of Public Affairs also includes graduate and undergraduate programs in Criminal Justice, Health Administration, Homeland Security, Public Policy, and Political Science. There are currently over 100 students enrolled in the residential MPA program and an additional 100 in the online MPA. For more information about the College and the School of Public Affairs, please visit us online at www.hbg.psu.edu or www.harrisburg.psu.edu/public-affairs.

Please send letter of application, curriculum vitae, with names, telephone number, email address and mailing address of five professional references to: Public Administration Search Committee, c/o Mrs. Dorothy J. Guy, Director of Human Resources, Penn State Harrisburg, Box: PATIMES-34883, 777 West Harrisburg Pike, Middletown, PA 17057-4898. Application review will begin immediately and continue until the position is filled.

Penn State is committed to affirmative action, equal opportunity, and the diversity of its work force.

Public Management/Policy Analysis Assistant Professor, 2012-2013 University of North Carolina Wilmington

Vacancy # 12F009

The Department of Public and International Affairs at the University of North Carolina Wilmington invites applications for a position as a tenure-track assistant professor to teach classes in the Master of Public Administration (MPA) Program and undergraduate classes as needed. Position starts August 2012. A doctorate in Public Administration, Public Affairs, Public Policy, or a closely related field is required or must be obtained within the first academic year of employment. An M.P.A. and/or prior professional experience in public or nonprofit policy or management are desirable. The successful candidate must be able to teach courses in the core curriculum (e.g., public management, policy analysis, budgeting and finance, or human resource management) and the successful candidate will also contribute courses to one or more of our concentrations in coastal planning and management, environmental policy and management, marine policy, urban and regional politics and planning, or public management. Additional information about the MPA program can be found at <http://www.uncw.edu/pls/mpa/>.

To apply, please complete the online application available at <http://consensus.uncw.edu>. Required information is a letter of application addressed to Dr. Mark T. Imperial, Chair of MPA Search Committee that describes teaching and research experience and interests, a curriculum vitae, and contact information for three professional references, which should be attached to the online application as Adobe PDF attachments. For questions regarding the online application process, contact Donna Treolo at (910) 962-3220 or treolod@uncw.edu. Inquiries about the position should be made to Mark Imperial (910) 962-7928 or imperialm@uncw.edu. Under North Carolina law, applications and related materials are confidential personnel documents and not subject to public release. The Committee will begin reviewing applications on November 1, 2011 and will continue to review and accept applications until the position is filled.

UNCW actively fosters a diverse and inclusive working and learning environment and is an equal opportunity employer. Qualified men and women from all racial, ethnic, or other minority groups are strongly encouraged to apply.

Faculty Position in Public Administration Trachtenberg School of Public Policy and Public Administration George Washington University

Application is invited for a tenure-track position in the Trachtenberg School of Public Policy and Public Administration, George Washington University, beginning in fall 2012. The position is at the Assistant Professor rank, with the possibility of appointment at the Associate Professor rank for a candidate with the appropriate qualifications.

The Trachtenberg School is nationally ranked among the top twenty graduate programs in public affairs, and is designated as a Center of Excellence by the George Washington University. We offer masters degrees in public policy (MPP), public administration (MPA) and a Ph.D. in Public Policy and Administration.

Basic Qualifications: (1) Applicants must have a doctoral degree (granted or in hand by August 1, 2012) in public administration or a closely related social science field, such as political science or public policy; and must have the ability or potential to teach core courses in the MPA and PhD programs. (2) For appointment at the Assistant Professor rank, applicants must also have the following: publications in scholarly journals or potential for such as demonstrated by works in progress; teaching experience or potential as demonstrated by high-quality research presentations and teaching assessments; and interest in public management and policy issues that will support the mission of the Trachtenberg School. (3) For appointment at the Associate Professor rank, an applicant must also have a demonstrated track record of excellence in scholarly research and teaching in public administration and/or public policy.

Preferred/Desired Qualifications: Preference will be given to candidates with research and teaching interests in one or more of the following areas: public administration and management; nonprofit management; contracting and public-private policy and management. Prior management experience in a public and/or nonprofit agency or organization also is desirable. We value individuals with strong interpersonal and communication skills who are able to work with a diverse community of students, colleagues, staff and alumni.

Review of applications will begin on November 1, 2011 and will continue until the position is filled. Only complete applications will be considered. Interested applicants should send a letter indicating research and teaching interests and qualifications, preferred fields/courses, curriculum vitae, course syllabi (if available), course evaluations (if

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available), a writing sample (if available), and arrange for three academic letters of reference to be sent to: Chair, Trachtenberg School Search Committee, Trachtenberg School of Public Policy and Public Administration, 805 21st Street, NW, Suite 601, The George Washington University, Washington, D.C. 20052

For more information, contact the Search Committee Administrative Assistant or Professor James Kee, Search Committee Chair at tssearch@gwu.edu . Also see our web site at www.tspppa.gwu.edu

GW is an Equal Opportunity/Affirmative Action institution.

Faculty Position in /Public Administration/Public Policy Trachtenberg School of Public Policy and Public Administration George Washington University

Application is invited for a tenure-track position in the Trachtenberg School of Public Policy and Public Administration, George Washington University, beginning in fall 2012. The position is at the Assistant Professor rank, with the possibility of appointment at the Associate Professor rank for a candidate with the appropriate qualifications.

The Trachtenberg School is nationally ranked among the top twenty graduate programs in public affairs, and is designated as a Center of Excellence by the George Washington University. We offer masters degrees in public policy (MPP), public administration (MPA) and a Ph.D. in Public Policy and Administration.

Basic Qualifications: (1) Applicants must have a doctoral degree (granted or in hand by August 1, 2012) in public administration, public policy, or a closely related social science field, such as political science or economics; and must have the ability or potential to teach core courses in the MPP and/or MPA and PhD programs. (2) For appointment at the Assistant Professor rank, applicants must also have high quality publications or potential for such as demonstrated by works in progress, teaching experience or potential, and interest in policy issues that will support the mission of the Trachtenberg School. (3) For appointment at the Associate Professor rank, an applicant must also have a demonstrated track record of excellence in scholarly research and teaching in public administration and/or public policy.

Preferred Qualifications: Preference will be given to candidates with research and teaching interests in one or more of the following areas: research methods, budgeting and public finance, and program evaluation.

Review of applications will begin on Nov. 1, 2011 and will continue until the position is filled. Informational interviews will take place at the fall APPAM research conference. Only complete applications will be considered. Interested applicants should send a letter indicating research and teaching interests and qualifications, preferred fields/courses, curriculum vitae, course syllabi (if available), course evaluations (if available), a writing sample (if available), and arrange for three academic letters of reference to be sent to: Chair, Trachtenberg School Search Committee, Trachtenberg School of Public Policy and Public Administration, 805 21st Street, NW, Suite 601, The George Washington University, Washington, D.C. 20052

For more information, contact the Search Committee Administrative Assistant or Professor Joseph Cordes, Search Committee Chair at tssearch@gwu.edu . Also see our web site at www.tspppa.gwu.edu

GW is an Equal Opportunity/Affirmative Action institution.

Public Administration Chair West Virginia University

The Division of Public Administration at West Virginia University seeks a social scientist with a doctorate in Public Administration, Public Policy, or Political Science and a significant record of scholarship and teaching excellence (specialization open) to join the faculty as an Associate or Full Professor and serve as the Division's Chair beginning in August 2012. The successful applicant will possess strong administrative, interpersonal and leadership skills, and an ability to guide the Division strategically while promoting its tradition of consensus and collegiality.

The Division offers a NASPAA-accredited Master of Public Administration (MPA) degree with a variety of concentrations, graduate certificates, and dual degrees. It also offers an online Master of Legal Studies (MLS) degree. The Division maintains a strong collaborative position with academic programs across the University.

To be considered for the position, candidates must submit a letter of interest, a curriculum vitae, and names and contact information for three references to: Dr. John C. Kilwein, Interim Chair, Division of Public Administration, West Virginia University, 209 Knapp Hall, P.O. Box 6322, Morgantown, WV 26506-6322. Review of applications will begin on October 26, 2011, and will continue until the position is filled. A complete version of this ad is available at: <http://publicadmin.wvu.edu/>.

West Virginia University is an affirmative action, equal opportunity employer and the recipient of an NSF ADVANCE award for gender equity. The University values diversity among its faculty, staff and students.

Faculty Opportunities, John Glenn School of Public Affairs The Ohio State University

The John Glenn School of Public Affairs at The Ohio State University invites applications for faculty positions in:

- Public Finance (open rank)
- Energy Policy (open rank)
- Health Policy (open rank)
- Food Policy (open rank)

All are open rank positions to begin autumn 2012. The positions may be filled from among candidates representing a variety of disciplines or from cross-disciplinary programs. A strong research program and strength in teaching are essential. Applicants must have completed, or be nearing completion of all Ph.D. degree requirements. Salary will be commensurate with the experience and qualifications that the candidate presents.

and for the following chaired faculty position:

- Enarson Chair in Public Management (senior scholar)

Chaired position to begin autumn 2012. The positions may be filled from among candidates representing a variety of disciplines or from cross-disciplinary programs. Being a senior scholar with a strong research program and strength in teaching is essential. Applicants must have completed all Ph.D. degree requirements. Salary will be commensurate with the experience and qualifications that the candidate presents.

The John Glenn School of Public Affairs is a comprehensive independent school within The Ohio State University. Our curricular offerings include the Master of Public Administration, the In-Career Master of Arts in Public Administration, dual masters' degrees with Law, City and Regional Planning, Public Health, Natural Resources, Social Work, Business Administration, Agricultural/Environmental/Development Economics and a joint degree in Arts Policy and Administration, the Ph.D. in Public Policy and Management, and undergraduate public affairs major. The School is located in a state-of-the-art new building, Page Hall, in the center of the University campus. The Ohio State University, the flag-ship public university of Ohio, is located in the state's capital, Columbus, providing direct access to public sector organizations and practitioners from all levels of government.

Applications will be evaluated as received and will be accepted until the positions are filled. Please send a letter of application, curriculum vitae, and the names and addresses of three professional references to:

Public Finance: PubFin@jgippm.ohio-state.edu

Energy Policy: EnergyPolicy@jgippm.ohio-state.edu

Health Policy: HealthPolicy@jgippm.ohio-state.edu

Food Policy: FoodPolicy@jgippm.ohio-state.edu

Enarson Chair in Management: EnarsonChair@jgippm.ohio-state.edu

Dr. Charles Wise, Founding Director, John Glenn School of Public Affairs, The Ohio State University, 1810 College Road, Columbus, Ohio 43210

To build a diverse workforce, Ohio State encourages applications from individuals with disabilities, minorities, veterans, and women. Requires the completion of a successful background check. EEO/AA employer.

Two Position Appointments The Division of Public Administration Northern Illinois University (NIU)

The Division of Public Administration at Northern Illinois University (NIU) anticipates appointments to two positions that begin August 2012.

An associate professor (or a senior assistant professor) in Public Finance and Financial Management. This position requires a PhD in Public Administration or a related field; and demonstration of a national reputation of scholarly research and excellent graduate teaching in public finance and financial management. Successful applicants are expected to teach the core courses in the fiscal administration specialization of the MPA program, and one or more elective courses in the specialization. Applicants must also be able to teach the public finance and budgeting core courses for the MPA degree, with preference to candidates with demonstrated success in obtaining extramural funding, and/or professional experience in fiscal administration. Questions should be directed to Dr. Curt Wood, Chair, Fiscal Administration Search Committee (chwood@niu.edu).

A tenure track assistant professor in Local Government Management. This position requires a PhD in Public Administration or a related field by August 2012. Successful applicants will have teaching and research interests in local government management, and are expected to teach the core courses in the local government management specialization of the MPA program, and one or more elective courses in the specialization. Applicants must also be

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able to teach one or more core courses for the MPA degree, with preference given to candidates who can teach human resources management. Successful candidates must demonstrate the potential for a strong research and publication record in a substantive area of local government management, with preference to candidates with professional experience in local government management. Questions should be directed to Dr. Gerald T. Gabris, Chair, Local Government Search Committee (ggabris@niu.edu).

The Division is nationally ranked 3rd in urban management and 13th in public finance and budgeting. The Division also maintains relationships with a wide network of alumni and friends, and has about 50 paid internships in local governments and non-profit organizations throughout metropolitan Chicago and Southern Wisconsin. Located about 60 miles west of Chicago, NIU is nestled in a vibrant economic region that offers exceptional research opportunities for scholars of local government management, public finance, and financial management. Recent faculty research includes studies of innovations in local government management, public and nonprofit accountability, governance issues, and financing public management networks. Faculty work closely with the NIU's Center for Governmental Studies, the Center for NGO Leadership and Development, and the Center for Southeast Asian Studies.

Review of completed applications will begin on October 28, 2011, and continue until the positions are filled. The application package (a letter of interest, a CV, and three letters of recommendation on letterhead) should be sent to June Kubasiak, Division of Public Administration, Northern Illinois University, DeKalb, IL 60115. Application materials may be emailed to junek@niu.edu. A pre-employment criminal background investigation is required of all appointments.

NIU's enrollment of more than 22,000 students includes 6,400 graduate students. MPA courses are offered in DeKalb and at three off-campus sites: Hoffman Estates, Naperville, and Rockford. Northern Illinois University is an AA/EEO institution and strongly encourages applications from women and minorities. Applicants are encouraged to visit www.mpa.niu.edu for more information.

Tenure-track Assistant/Associate Professor in Public Administration
The Department of Political Science
Sam Houston State University

The Department of Political Science at Sam Houston State University is conducting a search for a tenure-track Assistant/Associate Professor in Public Administration to begin on or before August 2012. We are seeking a highly qualified candidate that is broadly trained in Public Administration, specializing in Disaster/Emergency Management. The doctorate must be completed by the beginning of classes. Successful applicants must be able to teach research methods and statistics.

Successful teaching, applied experience, and/or successful grant writing experience are useful. The position is to teach introductory, advanced undergraduate, and graduate classes. Experience or willingness to teach on-line is required. The position carries a 3/3 teaching load.

Those interested should apply online at <https://shsu.peopleadmin.com/>. Your cover letter, vitae, statement of teaching philosophy, statement of research and writing sample must be posted to complete the application. Your official transcript can be forwarded via regular mail. You may also post letters of recommendation. If not available, letters can be sent to Dr. Rob Bittick at the address listed. Sam Houston State University is an Equal Employment Opportunity/Affirmative Action Plan Employer and Smoke/Drug-Free Workplace.

Assistant Professor
Department of Public Policy and Administration
Rutgers University–Camden

Rutgers University–Camden, Department of Public Policy and Administration, seeks applications for a tenure-track position at the Assistant Professor level for Fall 2012.

The candidate must have a Ph.D. in hand by June 1, 2012 as well as demonstrated ability to teach graduate courses in Introduction to Public Budgeting and Financial Management of Public Programs. Practical public financial management experience is desirable. Ability to teach one or more of the following graduate courses is also preferred: public information systems, geographic information systems, research methods.

The DPPA offers an interdisciplinary Ph.D. in Public Affairs with a principal focus on community development, a NASPAA accredited MPA degree, and a Bachelor in Urban Studies. Screening will begin immediately and continue until the position is filled.

Rutgers is an Equal Opportunity/Affirmative Action Employer. Women and minorities are strongly encouraged to apply. Rutgers University is the recipient of the National Science Foundation and ADVANCE Institutional Transformation Award to increase the participation of women in academic science and engineering careers.

Application materials including CV, 3 reference letters, representative publications, and statement of research and teaching interests should be sent to: Chair, Faculty Search Committee, Rutgers University, 401 Cooper St., Camden, NJ 08102.

Associate/Assistant Professor
Department of Public Administration
School of International and Public Affairs
College of Arts and Sciences
Miami, Florida

FIU is a multi-campus public research university located in Miami, a vibrant, international city. FIU offers more than 180 baccalaureate, masters, professional, and doctoral degree programs to over 46,000 students. As one of South Florida's anchor institutions, FIU is worlds ahead in its local and global engagement and is committed to finding solutions to the most challenging problems of our times.

The Department of Public Administration at Florida International University is seeking applications for an associate or assistant professor. Applicants must have a Ph.D. in Public Administration or a related field at the time of appointment. At the associate level, applicants should have significant research record in the broad realm of public affairs and have a demonstrated ability to draw funding. Such applicants will be expected to serve as the coordinator for the department's Bachelor of Public Administration (BPA) program. At the assistant level, applicants should have the potential to develop a significant research record. Illustrative areas of interest for both levels include environmental policy, emergency management, homeland security, and nonprofit management.

Besides the BPA program, the Department of Public Administration offers the Master of Public Administration (MPA) and the Ph.D. in Public Affairs. Public Administration is one of the four signature departments in the School of International and Public Affairs (SIPA), College of Arts and Sciences. Launched in Spring 2009, the School of International and Public Affairs (SIPA) brings together many of FIU's internationally oriented disciplines to provide cutting-edge research, first-rate teaching, and innovative training necessary for the globalized world of the 21st century.

The position will begin in August 2012 pending budgetary approval. Salary and benefits are competitive, commensurate with experience. Florida International University is strongly committed to workforce diversity.

We will begin screening applications on December 5, 2011. Position will remain open until filled. Please submit a current curriculum vita (including the contact information of three references) to FIU's JOBS Link (<http://www.fiu-jobs.org>) (position number: 35534). If you have any questions, please contact Jean-Claude Garcia-Zamor, Search Committee Chair, at garciaz@fiu.edu.

FIU is a member of the State University System of Florida and is an Equal Opportunity, Equal Access Affirmative Action Employer.

Director
School of Public and International Affairs
College of Humanities and Social Sciences
North Carolina State University

North Carolina State University invites applications and nominations for the position of Director of the School of Public and International Affairs (SPIA). SPIA serves the people of North Carolina and the nation through its educational, research, and engagement activities in politics, governance, public and international affairs, and public policy. SPIA's programs and activities span the university, building linkages with diverse external communities and stakeholders.

The director provides innovative and strategic leadership, generates external resources, and administers teaching, research, and extension/engagement activities in the School. The director plays a key role in faculty and staff recruitment and development, program planning and evaluation, and budgetary direction. SPIA's departments and programs serve more than 1000 undergraduate majors, graduate and certificate students, and law enforcement professionals.

Qualifications: The successful candidate will have an outstanding record of scholarly research sufficient for appointment at the full professor rank at a research extensive university, demonstrated success in acquiring external grants, experience with fund raising, and significant, successful administrative experience. Ph.D. or equivalent degree in Political Science, Public Administration, Public Policy or related field is required. Experience with graduate programs and familiarity with land grant institutions are highly desirable. We seek a forward-thinking leader to continue to build the school's national reputation and ranking in research and graduate training, provide leadership on campus and within the disciplines, and play a guiding role in public affairs activities at NC State.

For additional information on SPIA and its programs, please see <http://spia.chass.ncsu.edu/>. NC State is a land-grant institution enrolling over 34,000 students. It is located in Raleigh, the thriving capital city, and part of North Carolina's renowned Research Triangle. See http://www.ncsu.edu/human_resources/job_applicants/reasons/community/

To apply, go to <http://jobs.ncsu.edu/hr> and search for position #00000864. All applications must be submitted online. As part of the application process applicants will be asked to submit letters indicating administrative experience and leadership philosophy, ideas about program development, and research interests along with curriculum vitae. References will be requested after initial screening. In its commitment to diversity and equity, NC State seeks applications

The Recruiter

WHERE EMPLOYERS AND JOB SEEKERS MEET

UNIVERSITY POSITIONS

from women, minorities, and persons with disabilities. Nominations are welcomed and should be sent to the nomination committee chair at the address below. Screening of materials begins November 7, and continues until the position is filled.

Please send nomination to this address, SPIA Director Search Committee, School of Public and International Affairs, Campus Box 8102, NC State University, Raleigh, NC 27695-8102.

NC State is an equal opportunity/affirmative action employer. NC State University welcomes all persons without regard to sexual orientation. Individuals with disabilities desiring accommodations in the application process should contact the School of Public and International Affairs for assistance with accommodations.

Assistant/Associate Professor of Public Administration Indiana University South Bend

The Dept. of Political Science at Indiana University South Bend invites applications for a tenure track appointment at the rank of either Assistant or Associate Professor beginning August 2012. Responsibilities include teaching, research, and community engagement in a NASPAA-accredited Master of Public Affairs program with concentrations in Nonprofit Administration and Policy, Government Administration and Policy, and Health Systems Management and Policy. In addition to teaching courses at the graduate level, the successful candidate will also be expected to teach undergraduate courses in public administration/political science and in the School of Business. The candidate should demonstrate a strong commitment to excellent teaching and evidence of a continuing research program leading to publication. We welcome all applicants, but a specialization in Health Systems Management and Policy is strongly preferred.

Part of the multi-campus Indiana University system, IU South Bend is the third largest of eight campuses. Located just 90 miles from Chicago and 30 miles from Lake Michigan, South Bend’s metropolitan area includes an increasingly diverse population in excess of 250,000 and excellent cultural facilities, including six colleges and universities. Applicants should send a letter of interest, curriculum vitae, writing sample, three letters of reference, and a graduate transcript to: Chair, Public Affairs Search, Dept. of Political Science, 1700 Mishawaka Ave., P.O. Box 7111, South Bend, IN 46634-7111. Questions about the position should be directed to the co-chairs of the search committee, Dr. Elizabeth Bennion, (574) 520-4128 or ebennion@iusb.edu, and Dr. Gabriel Popescu, (574) 520-4147 or gpopescu@iusb.edu. Review of applications will begin November 15, 2011, and continue until the position is filled.

IU South Bend is an Affirmative Action Equal Opportunity Employer and encourages application from women and minority groups.

GOVERNMENT POSITION

Assistant Village Manager Village of Pinecrest Miami-Dade County, FL

The Village of Pinecrest located in Miami-Dade County, Florida is accepting applications for the position of Assistant Village Manager. The successful candidate should have excellent communication and organizational skills, strong leadership ability and a desire to be part of a progressive and innovative team of professionals. Minimum qualifications include a Master’s Degree in a related field and six (6) years of prior public administration experience.

SALARY: DOQ, commensurate with experience

To receive consideration a fully completed employment application is required along with a detailed resume and salary history. To view job description, benefits package and obtain an employment application, visit www.pinecrest-fl.gov/jobs

Deadline: Open until filled

Village of Pinecrest, Human Resources Office, 12645 Pinecrest Parkway, Pinecrest, Florida 33156, (305) 234-2121

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Does Wisconsin Foreshadow New Trends?

From WISCONSIN, pg. 1

While these events have played out in the electoral and political realm, I suggest they are likely to have major impacts on public administration.

Some of the most astounding developments this year have been, in no particular order:

- Recall elections against a quarter of the State Senate, with two recalled (both Republicans), the rest retained (three Dems, four GOP).
- Some of the recall elections in August had turnouts approximating regular elections.
- A sharp increase in public attention to state government news.
- A sharp drop in undecideds. It seems like every citizen has an opinion about the governor’s and legislature’s actions.
- A sharp increase in polarization, in that most citizens hold their views strongly rather than mildly.
- An increase in the state capital of partisanship and absence of compromise and moderation.
- In April, a nonpartisan Supreme Court election that was transparently partisan; with the Republican winning by 0.5 percent of votes cast.

What does any of this have to do with public administration? First, the de facto elimination of collective bargaining revives the need for an effective civil service system, which atrophied in many units of government because it was largely replaced by collective bargaining. There’s a need to have in place a modern version of the old-fashioned elements of a civil service regime: a merit-based system for layoffs (rather than last in, first out), a process to handle grievances, a re-balancing of worker and management rights, and a viable salary structure to replace the same-pay-for-all union approach.

Second, the governor completed the move to a Cabinet form of government that began here nearly 35 years ago. Now, every departmental secretary and almost all division administrators serve at the pleasure of the governor and the top staff positions in every department (general counsel, public relations and legislative liaison) also are at-will. Has the pendulum swung too far and too deep into what had been the senior civil service ranks?

Finally, the events in Wisconsin portend some developments that appear to be just around the corner, including:

- Transformation of the pension system for almost all state and local employees to a 401(k) style, shifting from defined benefits to defined contributions.
- It’s likely that the legislative recalls will trigger more interest in recalls for other elected offices at the county, municipal and public school levels. If that’s the case, then we’re shifting from a U.S.-

style form of government with elections at set intervals to a de facto parliamentary one, with elections just about any time and at short notice.

- A revival of initiative & referendum, a kind of California-ization of the law-making process.
- If nonpartisan elections have become thinly disguised partisan ones, there might be an effort to transform them (most county and municipal) to partisan ones. May as well make it easier for voters to recognize a candidate’s ideology.

The most important trend I see relates to public law. We seem to be in an era where there are two state legal codes: Republican and Democratic. Much of the work of the Republican legislature in 2011 was about repeal. They undid many of the laws enacted under the preceding Democratic governor and state legislature. Some of the repeals related to building a high speed train between Milwaukee and Madison; public financing of supreme court races; mandatory auto insurance levels of coverage; domestic partner benefits; corporate taxes (called combined reporting); early release of nonviolent state prison inmates; collection of racial information by law enforcement at all stops; wind energy siting rules; and the priority list for major highway projects in the next few years. The Republican legislature also passed items that Democrats had strenuously blocked when they were in power, including photo ID for voting, concealed carry, and expansion of private and religious school choice.

Presumably, if the Democrats ever get the legislative majorityship and governorship back, they’re going to repeal those Republican laws and de-repeal the Democratic ones. I’m concerned about professional civil servants tasked with implementing public law—the basis of public administration. In this new era of “repeal politics,” nothing is ever settled. Laws will be like revolving doors. Civil servants will be whipsawed by an on-again-off-again system of two legal codes.

If the essence of professional public administration is permanence and long-term focus, then the constant shifting between two partisan legal codes means that our daily work is built on sand, always on the verge of being toppled by the next tide. This is destabilizing and contrary to the aim of public administration to provide stability and progress toward permanent goals set by the political system.

I hope I’m wrong.

ASPA member Mordecai Lee is professor of governmental affairs at the University of Wisconsin-Milwaukee. He is author of Congress vs. the Bureaucracy: Muzzling Agency Public Relations (University of Oklahoma Press, 2011) and co-editor with Grant Neeley and Kendra Stewart of The Practice of Government Public Relations (CRC Press, 2011), part of the ASPA Series in Public Administration and Public Policy. Email: mordecai@uwm.edu

CONFERENCESCalendar

October 2011

- 12-15 **ABFM**
Location: Washington, DC
More Info.: www.abfm.org/
- 18-20 **2011 International Conference on Public Administration (7th ICPA)**
The Future of Public Administration:
Accountable and Transparent Government in
a Networked World
More Info.: www.icpa-uestc.cn
- 19 **WEBINAR: Integrating Diversity
Strategies for Success**
Time: 1:00 P.M.–2:00 P.M. ET
More Info.: www.aspanet.org
- 20-22 **2011 NASPAA Annual Conference**
Cultivating Connections: Strategic
Innovations in Public Affairs Education
Location: Kansas City, Missouri
More Info.: www.naspaa.org
- 28-29 **Northeast Conference on Public
Administration (NECoPA)**
Location: John Jay College of Criminal
Justice, City University of New York
More Info.: <http://spaa.newark.rutgers.edu/home/conferences/necopa2011.html>

- 28-29 **2011 KAPA-ASPA International Conference**
Pursuing Government Performance and
Recovering Public Trust
Location: The National Library of Korea,
Seoul, Korea
More Info.: [www.aspanet.org/
scriptcontent/PDFs/KAPAASPA2011.pdf](http://www.aspanet.org/scriptcontent/PDFs/KAPAASPA2011.pdf)

November 2011

- 3-5 **2011 APPAM Fall Research Conference**
Location: Washington, DC
More Info.: www.appam.org/
- 10-12 **National League of Cities Congress of
Cities and Exposition**
Location: Phoenix, AZ
More Info.: www.nlc.org
- 16 **WEBINAR: Building Community Resilience
Through Emergency Management Initiatives**
Time: 1:00 P.M.–2:00 P.M. ET
More Info.: www.aspanet.org

February 2012

- 17-19 **2012 APSA Teaching and
Learning Conference**
Location: Grand Hyatt Washington,
Washington, DC
More Info.: www.apsanet.org

March 2012

- 2-6 **ASPA Annual Conference**
Location: Las Vegas, NV
More Info.: www.aspanet.org

April 2012

- 12-15 **70th Annual MPSA Political Science
Conference**
Location: Chicago
More Info.: www.mpsanet.org

June 2012

- 7-9 **8th Transatlantic Dialogue (TAD)**
Location: Radboud University Nijmegen,
The Netherlands
More Info: www.8tad.org

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AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION
VOL. 34, NO. 4 OCTOBER 2011