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There are numerous disasters, both man-made and natural, that have resulted in public agencies having to use alternative resources, different forms of communication, and training exercises in order to prepare for possible disasters and emergency response operations.—Traci Foster, David Milen

Protecting the Control Tower: FAA ATO Pandemic Influenza Preparations 5

What can agencies do to protect their mission, operations and stakeholders against pandemic influenza? One answer can be found in the preparations of the Federal Aviation Administration (FAA) Air Traffic Organization (ATO) in the United States Department of Transportation against the impact of H1N1 virus (also called Swine Flu).—Jonathan L. Katz

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The Delaware Association of Public Administration (DAPA), with support from the University of Delaware's School of Urban Affairs & Public Policy, hosted a conversation with Meredith Newman, American Society for Public Administration's (ASPA) President and Professor and Chair of the Department of Public Administration at Florida International University.—Martha Corrozi Narvaez

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PA TIMES

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Enhancing Services for Children, Families Involved in Child Welfare

Florida Agency Gains Fresh Perspective on Systems Integration

**Gubernatorial Fellow Jarrid Smith and David A. Sofferin, assistant secretary for Substance Abuse pose in front of a treatment facility.***David A. Sofferin, Jarrid Smith*

In 2006, the Child Welfare League of America, in their 2009 National Fact Sheet, reported there were an estimated 905,000 children in the United States determined to be victims of abuse or neglect—a rate of 12.1 per 1,000 children. The CWLA's Florida Children 2009 Fact Sheet estimated that in that same year 134,567 of Florida's children were abused or neglected—a state rate of 33.5 per 1,000 children.

There are many risk factors for child abuse and neglect, including the presence of alcohol, drugs, mental health issues and domestic violence within the home. Florida's state health and human services agency, the Department of Children and Families (DCF), recognized the

value of integrated, seamless services for families to reduce the risk of abuse and neglect.

The Current State—National

The Child Welfare League of America, in their 2009 National Fact Sheet, reported on the strong linkage between children involved in the child welfare system and substance abuse, mental health, and domestic violence:

- 85 percent of foster care youth are estimated to have an emotional disorder and/or substance abuse problem; 30 percent have severe behavioral, emotional, or developmental problems;
- Three out of four youth in child welfare with the greatest level of need do not receive men-

See **CHILD WELFARE**, pg. 2

New Orleans Residents Say Recovery Making Progress

But Many Believe that the Gulf Oil Spill Will Be More Damaging Than Hurricane Katrina

Menlo Park, CA—Five years after Hurricane Katrina, an increasing majority of the city's residents says the rebuilding process is going well, but substantial majorities still report that the city has not recovered and feel the nation has forgotten them, according to a new comprehensive survey of the lives and attitudes of New Orleans residents by the Kaiser Family Foundation.

“New Orleans Five Years After The Storm: A New Disaster Amid Recovery,” the third survey in a series that Kaiser has conducted in the aftermath of Katrina, also finds the scope and immediacy of the Gulf oil spill weighing heavily on New Orleans resi-

dents' minds. Asked which disaster would cause more damage, more people pointed to the oil spill than picked Katrina and the levee breaks that followed the hurricane.

Overall, the survey reveals a markedly changed city, with a population nearly a third smaller than it was at the time of the 2000 Census, still struggling to recover from a storm and levee breaks that killed 1,464 people and displaced more than a million others while flooding entire neighborhoods and swamping local businesses and medical facilities. While residents see

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Federal HR Staff Might Not be Up to the Task

Report Warns Implementing President's Hiring Reform Plan May be Too Much

Washington, DC—The nonprofit Partnership for Public Service and Grant Thornton LLP released “Closing the Gap: Seven Obstacles to a First-Class Federal Work-

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Florida's DCF Partners with Gubernatorial Fellow to Enhance Services

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- tal health care within 12 months after a child abuse and neglect investigation;
- Parental addiction is a significant factor in child abuse and neglect;
 - The 2005 National Study on Child and Adolescent Well-Being found that among children who were in out-of-home care, 46.1 percent of their caregivers had a problem with alcohol and drugs; and
 - Of sheriffs responding to a 2007 National Association of Counties survey, 40 percent reported increases in domestic violence and child abuse due to parental drug use in the past year.

The Current State—Florida

Florida's state health and human services agency, the Department of Children and Families (DCF), encompasses many programs, including: child welfare, substance abuse, mental health, domestic violence and economic self-sufficiency. The Department recognizes that families it serves have multiple, complex needs.

The Child Welfare League of America's Florida's Children 2009 Report shows that in 2006, 134,567 children were substantiated or indicated as abused or neglected in Florida. The Department's Substance Abuse and Mental Health Services Plan 2011-2013 reports that only 55 percent of the adults receiving child welfare services required to participate in substance abuse treatment are receiving treatment.

Aligning With the Gubernatorial Fellowship Program

Florida's Gubernatorial Fellowship Program is a non-partisan program that immerses students from public and private universities in key areas of state government. As fellows, participants fulfill roles of critical responsibility, interact closely with the state's top leaders and employ their skills and abilities in a highly rewarding environment. Fellows lead important projects. They are expected to contribute immediately at a professional level and excel at handling each new challenge as it arises.

There has been a successful alliance between the need to enhance integration of services for children and families in the child welfare system with the resources of the Gubernatorial Fellowship Program. With a fresh set of eyes, the Department has a new perspective on the question at hand: "What works to enhance integration of services for children and their families involved in the child welfare system?"

The Role and Charge of the Gubernatorial Fellow

Department Gubernatorial Fellow, Jarrid Smith, was assigned to conduct a review of systems integration. This included conducting an assessment of the Department's current status of systems integration as well as developing options and recommendations for system improvement. Smith chose to use his educational background in communications as the primary focus for this review.

Smith selected Deborah J. Barrett's Strategic Employee Communication Model to assess

and improve employee communications, as well as to create the right environment for change. Barrett's article, "Change Communication: Using strategic employee communication to facilitate major change," describes how to initiate the change process. According to Barrett, the first step is to form a Strategic Communications Team (SCT). This is a cross-sectional, multi-dimensional team designed to improve effective communication. Price and Chahal, in their article, "A strategic framework for change management," describe the process of the SCT.

The team's charge is to answer three basic questions:

- Where are we now?
- Where do we want to be?
- How can we change?

Where are We Now?

The Department's Gubernatorial Fellow conducted formal interviews and informal discussions with staff as well as contracted employees within the Department's Substance Abuse, Mental Health, and Child Welfare Programs. The focus of these dialogues was to assess current communication practices. These exchanges revealed factors that strengthen, as well as opportunities to improve internal employee communication.

Strengths of Communications

The individuals who were interviewed provided the following strengths about the Department's communication practices:

- Co-locating Child Welfare and Substance Abuse and Mental Health staff members;

- Having common work experiences;
- Conducting cross-program integration meetings; and
- Maintaining current and relevant working agreements.

Smith reported that the most open employee dialogue occurred during the Department's Leadership Forums. These forums provide employees with the opportunity to discuss the Department's vision and mission and how those ideals compare to real practice. These forums continue to provide an opportunity for the cascading vision discussions with employees at all levels of the Department.

Areas in Need of Improvement—Communications

Feedback from the Fellow's interviews and discussions helped identify areas in need of improvement—what gets in the way of effective communication.

These areas included:

- Lack of knowledge about available services for families through Department contracts;
- Need for consistent membership in service planning teams. Inconsistent attendance was attributed to staff turnover as well as a lack of consistent representation at these meetings;
- Insufficient information about each program office and how the resources of each program may assist families.

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ARE WE PREPARED? PLANNING FOR PANDEMICS AND NATURAL DISASTERS

Public Agency Preparedness

Traci Foster, David Milen

There are numerous disasters, both man-made and natural, that have resulted in public agencies having to use alternative resources, different forms of communication, and training exercises in order to prepare for possible disasters and emergency response operations.

In an effort to prepare for disasters financial resources must be present in order to purchase equipment, radios, and other forms of communication. Economic crisis and budget constraints may influence the local and state public agencies abilities to prepare for emergency responses to disasters. Public agencies may need further assistance with grant funding opportunities that may be obtained through the Federal Government.

Further issues that may inhibit emergency response and coordination include inconsistency in training and overall guiding curricula for disaster preparedness. Training may vary from public agencies based on demographics and how the locations of the public agencies may differ. Some training may be consistent with disaster response and preparation for hurricanes, while other training may be developed for tornados in a specific part of the country. Many public agencies may not have personnel who are qualified to train the department or city in specific medical or hazardous materials response. A designated training officer may be necessary in order to fulfill the obligations of disaster preparedness for that agency.

The U.S. Department of Health and Human Services has stated there are solutions for public agencies to establish preparedness programs, communications and collaborations among responding agencies. One of the areas where public agencies may improve their capabilities to emergency preparedness and response is to foster collaboration by forming a coalition of emergency response members. The members may be stakeholders from federal, state, and local agencies who

are willing to participate and take the initiative in disaster preparedness and planning. The coalition will provide a foundation for role designation, training, communication capabilities, allocation of resources and resource availability, and training with inter-agency participation for mass casualty events/incidents.

One of the many areas that appears to be lacking is the ability to have a consistent and dependent training and credentialing system. Recently, a credentialing system has been established called the ESAR-VHP credentialing system. This system allows hospitals, medical facilities, and alternative care sites the opportunity to use a computer to check licensure of RNs, MDs, EMTs, paramedics, and allows them access to their respective facilities for assisting in times of disaster or emergency response crisis.

The credentialing system is made available through software specially tailored for such events. In addition, the credentialing system is a form of security for those facilities affected by disasters that may have several volunteers arriving to assist, state they have credentials, but licensure may be in question or expired. The credentialing system allows a security check of the volunteers' name, licensure, and whether the license is valid to continue practice/treatment. The system is still in infantile stages for several states, but Illinois, Indiana, Michigan, and Wisconsin appear to be collaborating for the establishment of the credentialing system state-wide to further improve response operations.

Communication and coordination efforts may be another obstacle agencies face. A different form of communication may be used by a local public agency, for example, police and fire departments may have different frequencies programmed in their radios causing a deficient means of communication and hampering emergency response. The adoption of the National Incident Management System (NIMS) and the Hospital Incident Command System (HICS)

has allowed both communicability and flexibility for collaboration and disaster/emergency response.

Disaster response should provide agencies and hospitals the ability to communicate freely and have a structure in place regarding who is commanding the incident, what supplies and provisions may be needed, and when the incident should be terminated based on collaboration between the facilities. The use of similar radios and radio frequencies may provide adequate communication for the command centers and various locations for personnel assuming command in both the NIMS and HICS positions. There are several areas where public agencies, as well as hospitals located in those jurisdictions, may improve upon their overall preparedness measures in response to disasters and emergencies.

Training, evaluation, and exercise preparedness are key elements for public agencies to coordinate and practice with surrounding jurisdictions and facilities in order to further prepare for disasters. The stakeholders involved in training exercises may include the police, fire, EMS, American Red Cross, and other community resources (hospitals, faith-based organizations, etc.) in order to create realism in disaster response.

Further collaboration is required for the use of communication systems during the exercises. All stakeholders involved in the exercise should be aware of radio brand, frequencies, and capabilities for distance, channels, and issues concerning attenuation. If public agencies are able to meet with local and community leaders, more awareness has been created for developing plans concerning life safety, communications, and overall stakeholder information. Training and full-scale exercises can be part of this component.

Training, evaluation, and exercises should be tested semi-annually. After Action Reports (AAR) are an important piece of public agency preparedness and disaster planning efforts. Agencies have the opportunity to train and exercise across multi-jurisdictional boundaries, but also have access to planning strategies, issues that may have arisen during training and the drill, other supplies and transportation that may be necessary during disasters and emergencies.

The AAR will serve as a guide for future standards and changes, processes, procedures, and other trainings that will be necessary to improve upon the already established guidelines. The AAR will not only serve as an imperative piece for disaster planning, but ensure public agencies meet the require-

ments for ASPR funding. Disaster manuals must be kept in order not only for disaster and emergency response, but to further meet the grant funding requirements.

Disaster planning manuals offer a concentration of information regarding phone numbers, meeting locations, evacuation information, resources, and initial responses to the disaster/emergency. The disaster planning manual may serve as a reference or guide for public agencies that need immediate assistance during an emergency.

One of the many areas that appears to be lacking is the ability to have a consistent and dependent training and credentialing system. Recently, a credentialing system has been established...

Depending on the type of public agency, maps, drawings, and surveys may be included in the appendix of the manual in order to further expedite efforts for emergency response. These drawings may include the overall outline of the buildings, some interior high profile areas, and entrance and exits for means of ingress/egress. Furthermore, the manuals serve as an educational tool in order to educate public agencies, their staff and personnel, and local jurisdictions concerning response and activation of the disaster plan.

Public agencies can better plan for mass casualty events (MCEs) by coordinating with local jurisdictions training efforts, creating a communication system that functions with all agencies and community resources that are involved in disasters and disaster preparedness, and have a folder or binder of information regarding important contacts, emails, phone numbers, pager numbers, and other information that may be needed during a disaster.

In order to further enhance the communications during training or an actual event consideration should be given to establishing HAM radio frequencies, having a listing of all the frequencies of the surrounding areas and facilities, and establish a command cen-

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Gender Equality Embraced, but Inequalities Acknowledged

Equal Rights Supporters Say More Changes Needed to Ensure Women Have Same Rights as Men

Washington, DC—Fifteen years after the United Nations Fourth World Conference on Women's Beijing Platform for Action proclaimed that "shared power and responsibility should be established between women and men at home, in the workplace and in the wider national and international communities," people around the globe embrace the document's key principles.

Almost everywhere, solid majorities express support for gender equality and agree that women should be able to work outside the home. Most also find a marriage in which both spouses share financial and household responsibilities to be more satisfying than one in which the husband provides for the family and the wife takes care of the house and children. In addition, majorities in most countries reject the notion that higher education is more important for a boy than for a girl.

Yet, despite a general consensus that women should have the same rights as men, people in many countries around the world say gender inequalities persist in their coun-

tries. Many say that men get more opportunities than equally qualified women for jobs that pay well and that life is generally better for men than it is for women in their countries. This is especially so in some of the wealthier nations surveyed. And while majorities in nearly every country surveyed express support for gender equality, equal rights supporters in most countries say that more changes are needed to ensure that women have the same rights as men.

These are among the findings of a 22-nation survey by the Pew Research Center's Global Attitudes Project, conducted April 7 to May 8. This special in-depth look at views on gender equality, done in association with the *International Herald Tribune*, also suggests that, while egalitarian sentiments are pervasive, they are less than robust; when economically challenging times arise, many feel men should be given preferential treatment over women in the search for employment.

This is especially true in the predominantly Muslim countries surveyed as well as in

India, China, South Korea and Nigeria. In these countries, solid majorities agree that women should be able to work outside the home; yet, most also agree that men should have more right to a job than women when jobs are scarce. For example, about six-in-ten in Egypt (61%) and Jordan (58%) say women should have the right to work outside the home, but even larger shares (75% and 68%, respectively) say the priority should be for men to have jobs.

In some countries, male respondents are considerably more likely than female respondents to agree that men should have more right to a job than women when jobs are scarce. For example, about nine-in-ten Egyptian men (92%) share this view, compared with 58% of Egyptian women. Similarly, while about three-quarters of Jordanian men (77%) say their sex should be more entitled to a job in tough economic times, a much slimmer majority of Jordanian women (56%) say the same.

Men and women also frequently offer di-

verging views on other aspects of gender equality, including a woman's right to work outside the home and the importance of higher education for boys and girls; this gender gap is evident most consistently in the predominantly Muslim countries surveyed.

The survey also finds that women are far more likely than men to perceive gender inequalities.

By double-digit margins, female respondents in 13 of 22 nations are more likely than male respondents to say men in their countries have the better life.

And in most countries where majorities among both men and women agree that men get more opportunities than women for high-paying jobs, women are considerably more likely to say they completely agree that is the case.

Find the full report including methodology and topline questionnaire at pewglobal.org



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ARE WE PREPARED? PLANNING FOR PANDEMICS AND NATURAL DISASTERS

Protecting the Control Tower: FAA ATO Pandemic Influenza Preparations

Jonathan L. Katz

What can agencies do to protect their mission, operations and stakeholders against pandemic influenza? One answer can be found in the preparations of the Federal Aviation Administration (FAA) Air Traffic Organization (ATO) in the United States Department of Transportation against the impact of H1N1 virus (also called Swine Flu). This article discusses ATO efforts to prepare for the impact of a potentially severe pandemic influenza on the operations of the National Airspace System (NAS), which is a part of the critical national infrastructure. The FAA is a federal regulator that both oversees and provides services to the NAS.

A pandemic is an epidemic of infectious disease that spreads through human populations across a large region, a continent, or even worldwide. According to the World Health

Organization (WHO), a pandemic can start under three conditions: emergence of a disease new to a population; agents infect humans, causing serious illness; and agents spread easily and sustainably among humans.

In April 2009, locations in Mexico and the United States began reporting the appearance of H1N1. H1N1 became a pandemic in most countries, contributing to deaths in high risk groups such as individuals with chronic illnesses. The Centers for Disease Control and Prevention (CDC) and WHO grew concerned that H1N1 could mutate into a deadly strain. If that happened, the morbidity and mortality rates could jump.

The 1918 Spanish Flu pandemic is the worst known severe pandemic, resulting in an estimated 500,000 U.S. deaths and upwards of 50 million worldwide. (Severity is defined as a Case Fatality Rate greater than 2%, i.e., CDC Pandemic Severity Index level 5.)

However, while all recent flu pandemics resulted in greater morbidity and mortality than the regular seasonal flu, none approached the levels of the Spanish Flu. Scientists did not know if H1N1 would result in a severe pandemic, but believed that future pandemics were inevitable and could be severe.

The FAA had considered possible impacts from pandemic influenza since 2005, after public health alarms sounded on the spread of H5N1 (Avian Flu). Then, the FAA responded by issuing the National Strategy for Pandemic Influenza. The spread of H1N1 spurred review of plans and preparations.

The June 2009 U.S. Government Accountability Office report, "Influenza Pandemic: Increased Agency Accountability Could Help Protect Federal Employees Serving the Public in the Event of a Pandemic" noted that like many other federal facilities, air traffic management facilities had not developed facility pandemic plans or incorporated pandemic plans into their all-hazards contingency plans.

A severe pandemic influenza could degrade the operations of the NAS. If the morbidity and mortality associated with H1N1 became severe, agencies like the FAA, whose workers were critical to the national infrastructure, needed to take steps to ensure readiness to deal with the potential impacts. The FAA therefore moved to protect workers and workplaces, for example establishing an internal website providing managers and employees with information, guidance, tools, and resource links regarding pandemic influenza. Previous planning identified air traffic control specialists, flight technicians, aviation safety inspectors, and other personnel as critical workers. The ATO worked on ways to assure they could continue to carry out their critical functions.

Strategies

In the context of FAA strategic planning, the ATO's strategic goals were to (1) make preparations required to sustain ATO services in the event of a severe pandemic influenza, (2) contribute to the FAA and the national strategy for the pandemic influenza containment effort, and (3) protect the workforce. The ATO based its effort to prepare for an influenza pandemic on five broad strategic approaches.

- First, ATO leveraged and expanded the application of its robust, pre-existing suite of business continuity and crisis response tools such as lines of succession, delega-

tions of authorities, calling trees, etc. established in accordance with existing guidance on emergency operations and operational contingency plans.

The 1918 Spanish Flu pandemic is the worst known severe pandemic, resulting in an estimated 500,000 U.S. deaths and upwards of 50 million worldwide.

- Second, ATO coordinated with internal and external stakeholders to develop strategies to use existing Air Traffic Flow Management (ATFM) capabilities to mitigate the reduction or outright loss of air navigation services provided by facilities impacted by pandemic influenza. This effort built on ongoing, daily coordination with the customers (e.g., airlines, general aviation, and the military) to harmonize ATO and customer plans to counter the threat, enabling aviation system stakeholders to limit the impact of pandemic influenza on the aviation system.
- Third, ATO worked with internal and external stakeholders to strengthen its pre-existing abilities to devolve the provision of essential services from severely affected facilities to less affected facilities. This effort to improve ATO devolution capabilities included both its operational air traffic services and other facilities, and supporting elements such as Acquisition and Business Services' offices at FAA headquarters.

- Fourth, ATO continued to work with other FAA organizations such as the Security and Hazardous Materials (ASH) and Human Resource Management (AHR) to rapidly develop and implement protective measures, including a broad spectrum of tools such as telecommuting, hygiene education and training, reinforced cleaning services and personal hygiene supplies (e.g., hand sanitizers), and personal protective equipment such as face masks and gloves. Further, the ATO explored innovative ways to procedurally enable more social distancing through use of virtual collaboration tools; altered work proce-

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Study Measures Government Restrictions, Social Hostilities Related to Religion in 198 Countries

66% of People in the World Live in Countries with High Levels of Restrictions on Religions

Washington, DC—In a report measuring infringements on religious beliefs and practices around the world, the Pew Research Center's Forum on Religion and Public Life finds that two-in-three people in the world today live in countries with high levels of restrictions on religion. The report gauges the level of restrictions due both to government actions and to acts of violence and intimidation by private individuals, organizations and social groups.

Based on a battery of measures and careful analysis of publicly available information gathered from 16 governmental and non-governmental organizations—including the United Nations, the U.S. State Department and Human Rights Watch—Global Restrictions on Religion assesses restrictions in 198 countries and territories, representing more than 99.5 percent of the world's population.

The report covers a two-year period, from mid-2006 through mid-2008, and includes two indexes—the Government Restrictions Index and the Social Hostilities Index—that categorize 198 countries and territories as

having very high, high, moderate or low levels of religious restrictions.

The study analyzes more than 30 measures of restrictions on religion, 20 of which are based on government actions, such as constitutional limitations or prohibitions on religious speech. An analysis of social hostilities by private actors, such as religion-related terrorism and violence between religious groups, is also included in the report.

Key findings include:

- 64 nations, about one-third of the countries in the world, have high or very high restrictions on religion. The brunt of these restrictions are often felt most directly by religious minorities.
- Among all world geographic regions, the Middle East and North Africa have the highest government and social restrictions on religion, while the Americas are the least restrictive region on both measures.
- The most intense restrictions on religion are found in countries where government restrictions and religious hostilities within

society are simultaneously high, such as in Saudi Arabia, Pakistan and Iran.

- In the U.S., government restrictions are relatively few. But the level of religious hostilities in society exceeds those reported in a number of other large democracies, including Brazil and Japan.
- Most countries provide for "religious freedom" in their constitutions or basic laws, yet only a quarter fully respect this legal right in practice.
- In 75 countries, or four-in-ten countries in the world, national or local governments limit efforts by religious groups or individuals to persuade others to join their faith.
- In 178 countries (90%), religious groups must register with the government for various purposes, and in 117 (59%) countries

the registration requirements resulted in major problems for, or outright discrimination against, certain faiths.

The report, including an executive summary, graphics and tables, methodology, index scores by region and country, and a summary of results, is available on the Pew Forum's website, www.pewforum.org.

The Pew Research Center's Forum on Religion and Public Life delivers timely, impartial information on issues at the intersection of religion and public affairs. The Pew Forum is a nonpartisan, nonadvocacy organization and does not take positions on policy debates. Based in Washington, DC, the Pew Forum is a project of the Pew Research Center, which is funded by The Pew Charitable Trusts.

Preparedness Relies on Collaboration

From **AGENCY PREPAREDNESS**, pg. 3

ter where HAM radio operators will be able to establish communications should computers, other electronic devices, and handheld radios stop functioning. Public agencies may also research other existing data or case studies to further improve upon their own responses.

Case studies serve as another venue for public agencies to research best practices and lessons learned from previous disasters, emergencies, and trainings. Interoperability between local jurisdictions can be beneficial during exercises and trainings in an effort to create a report regarding lessons learned. These lessons may also serve as guidelines for other public agencies in the United States and abroad for further preparedness efforts.

A case study, for example, Hurricane Katrina, could provide valuable information, moral and ethical practices, establishment of alternative care sites, interoperability with communications and communication failures, and the use of a unified command

system during disaster and emergency responses. Researching several similar case studies might provide key components to the overall planning and disaster response for public agencies to utilize and perhaps change based on their own circumstances.

Public agency preparedness in the future will rely on training, communication, real-life exercises, the establishments of coalitions with local jurisdictions and the ability to maintain and secure grant funding through ASPR in order to further prepare for disasters and emergencies. The key to the future is collaboration between agencies and jurisdictions having authority in order to respond in an organized professional manner to disasters and outside issues that may include terrorism.

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Seoul and Prague Achieve Top Rankings in E-Government Web Portal Excellence from Global Survey of City Websites

Rutgers University Global E-Governance Survey Ranks Seoul #1 in Municipal E-Government

Top 10 Cities in E-Government Worldwide - 2009

Rank	City	Score
1	Seoul	84.74
2	Prague	72.84
3	Hong Kong	62.83
4	New York	61.10
5	Singapore	58.81
6	Shanghai	57.41
7	Madrid	55.59
8	Vienna	55.48
9	Auckland	55.28
10	Toronto	52.87

Newark, NJ—A global survey of city websites has identified Seoul, South Korea, as the top-ranked city in the performance of municipal e-government. The research study was conducted jointly by the E-Governance Institute, School of Public Affairs and Administration at Rutgers University-Newark, and the Global e-Policy e-Government Institute at Sungkyunkwan University (SKKU), Korea.

The survey evaluated websites of municipalities worldwide in terms of privacy, usability, content, service and citizen participation and ranked the cities on a global scale. Co-sponsored by the UN Division for Public Administration and Development Management and the American Society for Public Administration, the study listed the following cities among the top five in e-government: Seoul, Prague, Hong Kong, New York and Singapore.

Seoul continues its top ranking in municipal e-government, similar to the 2003, 2005

and 2007 survey results. As a direct result of this innovative use of e-government, Seoul continues to provide citizens with opportunities to participate in governmental processes, including well-organized and systematic opportunities to submit their ideas and suggestions on proposed e-policies via policy forums.

This enables government administrators and elected officials to respond directly to citizen initiatives when establishing public policies. Seoul is also ranked first in the categories of privacy, content, and service.

The city of Prague is ranked second overall, resulting from a significant effort to provide an efficient, effective and transparent government online. Prague is also ranked first in usability and second in the categories of privacy and citizen participation.

In Prague, enhancing the usability of websites and providing an accessible privacy policy improves citizens' level of confidence in interacting and transacting with government

online. The website of Prague also offers users with online opportunities to provide their opinion and feedback to administrative departments and elected officials.

Although governments across the world increasingly offer their services online, studies evaluating the performance of such online services primarily focus on federal, state, and local governments in the United States. Only a few studies have produced comparative analyses of e-government in municipalities worldwide.

The Rutgers-SKKU survey, first conducted in 2003 and repeated in 2005 and 2007, represents a continued effort to evaluate e-government in large municipalities globally. The study systematically utilizes the comprehensive Rutgers E-Government Performance Index by classifying 98 measures into five categories: privacy, usability, service, content, and citizen participation. Evaluating each municipality's website in its

See E-GOV, pg. 8

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ATO Continues to Build on Past Efforts at Preparedness

From CONTROL TOWER, pg. 5

dures that de-emphasize the need for on-site or face-to-face work, etc.

- Fifth, ATO continued and deepened its review of its essential services to determine the functions which, if necessary, could be limited, delayed, or suspended, without unacceptable impacts to the provision of air navigation services.

Actions

Both as a lead and a participating organization, the ATO pursued a broad range of preparedness actions, such as:

- Continued efforts to validate lines of succession, delegations of authority, emergency communications, protection of vital data, and other Continuity of Operations (COOP) provisions.
- Expanded the application of COOP provisions from staff offices at FAA headquarters to service area offices and, to the extent appropriate, other field elements.
- Continued close cooperation with other FAA organizations through a Crisis Response Working Group to strengthen plans

to prepare for, respond to, and recover from a pandemic influenza. This included developing strategies to acquire antiviral and other prophylaxis measures.

- Explored ways to strengthen ability to devolve critical functions from critically affected offices and facilities to other locations that could still maintain adequate staffing levels.
- Mitigated the impact of a pandemic influenza on the NAS and aviation operations.
- Continued existing protocols and implemented new efforts to combat the pandemic and protect the workforce.
- Provided guidance to managers and supervisors on preparing for a pandemic influenza.
- Worked with the International Civil Aviation Organization to update and align procedures on aircraft illness or death reporting.
- Worked with other government agencies to update and implement common Concept of Operations (CONOPS) to enhance shared situational awareness and ensure that avia-

tion operations on this matter were well-coordinated, mutually supportive, and rapidly and effectively implemented.

- Acquired and distributed H1N1 vaccine for voluntary administration to personnel.

The impact of the 2009-2010 H1N1 pandemic influenza on the United States, the FAA and the ATO proved mild to moderate. However, ATO strategic preparations and activities against H1N1 enabled the ATO to take actions and make plans that may be applicable to the appearance of the next severe pandemic influenza. Such preparations must account for a plethora of ever-changing factors, risks and possible scenarios. The ATO will build on past efforts at pandemic influenza preparedness to respond as circumstances change, new issues emerge and new needs arise.

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Disclaimer: The views in this article are solely those of the author and are not attributable to TASC, Inc., or any of its clients.

Study Highlights Focus on Privacy and Services in E-government

From **E-GOV**, pg. 7

native language to examine how the local constituency perceives their government online, the survey highlights the strengths and weaknesses of each in terms of the five subject areas and then ranks the municipalities on an overall basis and within each category.

The e-government study highlights the increased attention spent on privacy and services as the percentage of cities with official websites has increased significantly around the world. New York ranks first among cities in North America, and Sao Paulo ranks highest among South American cities. Oceania (Australia, New Zealand and Pacific Islands) was the top ranked continent followed by Europe and Asia. Africa

recorded the most significant increase, with Johannesburg ranked as the highest city.

According to Marc Holzer, dean of the School of Public Affairs and Administration and director of the E-Governance Institute at Rutgers University in Newark, "The E-Government Performance Index used for the survey is a set of benchmarks that spotlight high levels of performance throughout the world and foster high expectations for improved web-based municipal service delivery in the near future, in all countries. Administering the survey jointly helped to reduce cultural bias in the survey methodology."

According to the Global e-Policy e-Government Institute at SKKU University, "The evaluation based on the E-Government Performance Index is very meaningful because

it is a continuing collaborative effort between western and eastern points of view on e-government research. It will guide the desirable future directions of e-government strategies for municipalities worldwide."

The continued study of municipalities worldwide, with a fifth evaluation planned in 2011, will further provide insight into the direction and the performance of e-government throughout regions of the world. The Rutgers E-Governance Institute is conducting the second E-Government Survey of U.S. states and cities this year. That survey evaluates the status of e-government in all 50 state websites and in the two largest cities in each state.

The E-Governance Institute is a program of the School of Public Affairs and Adminis-

tration at Rutgers University, Newark, which U.S. News & World Report recently ranked 9th in Information and Technology among graduate programs in public affairs in the United States.

Registration for the E-Government Web Portal Excellence Awards Ceremony is free and may be done at the PTI website, www.pti.org.

To access the latest reports, articles and publications on best practices of e-government across the world, visit www.pti.org.

For more information regarding the study, contact Holzer at mholzer@pipeline.com, Aroon Manoharan at amanohar@kent.edu or Marc Fudge at mkfudge@gmail.com.

Federal Government's Hiring System Primary Obstacle for Applicants

From **HIRING REFORM**, pg. 1

force," a report examining the state of federal human capital management. The report is based on in-depth interviews with the government's primary policy advisors on human resource management issues, the Chief Human Capital Officers (CHCOs) and other HR leaders.

Closing the Gap found that the ability to build and maintain a high-quality federal workforce is being seriously hampered by a number of longstanding, systemic and often dysfunctional practices and policies.

The federal government's arcane hiring system has long been identified as one of the primary obstacles, an issue President Obama is seeking to address with plans slated to be fully implemented this November that will make the process more applicant-friendly, improve the speed and quality of hiring, and more fully involve managers in the hiring decisions. But many of the HR leaders worried that a significant proportion of their HR staff lack the ability and skills to successfully carry out the important reforms.

"We applaud the president for his leadership in addressing a number of pressing federal workforce issues, including the flawed federal hiring system," said Max Stier, president and CEO of the Partnership for Public Service. "But we are alarmed by the report's finding that our federal government's human resource leaders have serious doubts that their HR employees—the very people who will be on the frontlines implementing the needed reforms—have the right resources, training and support to get the job done."

The CHCOs reported that far too many of the 25,000 federal HR employees lack the necessary skills to help their agencies improve their human resource operations and workforce management. They also believe this situation may get worse with the new demands and expectations driven by hiring and other reforms.

Besides the hiring process and HR staff capabilities, the CHCOs identified five other key obstacles to creating a first-class federal workforce: pay, classification and performance management systems; a sometimes tense relationship between federal agencies and the central HR authority, the Office of Personnel Management (OPM); the leadership capabilities of federal managers; sub-standard HR information technology systems; and labor relations. The CHCOs also noted that insufficient resources are devoted to HR training. The individuals interviewed offered a number of recommendations for addressing these issues.

Federal workforce issues have also been a matter of concern for other federal executives. According to Grant Thornton Director Scott Cameron, a former CHCO at the Department of the Interior, "Grant Thornton has been surveying the federal management community—Chief Financial Officers, Chief Information Officers, Chief Acquisition Officers—for more than a decade. The common and continual thread across all these communities is a concern about human capital. In fact, it is typically the number one concern by a wide margin."

To download a copy of the report, go to ourpublicservice.org.

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Gubernatorial Fellow Assesses Florida Child Welfare Services

From CHILD WELFARE, pg. 2

Where Do We Want to Be?

Vision Statement For System Integration
The Department's goal is to deliver services to children and their families involved in Florida's child welfare system in a seamless and integrated manner. Greater access to behavioral health services and supports can reduce child abuse and neglect and help families recover.

Vision Statement On Communications
Smith offered relevant information on system integration. According to Porras and Hoffner's journal article, "Common behavior changes in successful organization development efforts," several factors are crucial to change management. These include: open communication; information flow; teamwork and collaboration; change management; and strategic management. Burnes, in the book, "Managing Change," described organizational change as participative and consultative. Change is an ongoing process.

How Can We Change and How are We Changing?

Based on this assessment, Smith recommended that the Department:

Form a Strategic Communication Team (SCT) to:

- Continue assessing the Department's current communication practices through additional interviews, discussions, or surveys;
- Address communication improvement gaps;
- Design and implement the change communication program;
- Serve as change ambassadors;
- Create a sub-team of SCT on system integration; and
- Continue and expand the Department's Leadership Forums. These activities emphasize cascading visioning work, or infusing the Department's vision and mission throughout all levels of our employees.

Currently, the Department has several of these recommendations underway. The Department has been assessing internal and external communications by:

- *Conducting Leadership Forums.* These have provided a platform to launch the cascading vision and strategy discussions with various level leaders and managers;
- *Holding Community Meetings in all 20 Department operational areas across Florida.* These community conversations have served as a way to inform communities about our prior year performance, to recognize community leaders, to listen to issues and recommendations from mem-

bers of our communities;

- *Test piloting a local leadership team in the Department's Northwest Region - One Leadership Team.* This group is similar to SCT. Its purpose is to promote networking between the supervisors of various programs as well as to share best practices; and
- *Compiling feedback* from these three activities for consideration of inclusion in the Department's strategic plan.

The Department welcomes these recommendations. Our planned activities include:

- Pilot testing a Strategic Communications Team (SCT);
- Supplementing Smith's communications assessment with feedback from the Department's ongoing activities—the Leadership Forums, and Community Meetings, as well as the One Leadership Team;
- Inviting the Department's Certified Manager Program (CPM) students to continue this assessment as practical work for their management program; and
- Learning more about the Department's One Leadership Team.

State governments, now more than ever, are fiscally stretched to the limit. Nationally, they are facing budget shortfalls, increasing food stamp rates, and rising unemployment. Implementation of cost-neutral activities, such as the establishment of a Strategic Communication Team, is smart business practice. While we lack in resources in many areas, we are rich in human resources. With a stable, mature workforce we have untapped skills, knowledge, and abilities within our organizations.

With a fresh set of eyes, the Department has gained a new perspective on the question at hand, "What works to enhance integration of services for children and their families involved in the child welfare system?" Strategic Communication Teams provide a way to share the message of system integration throughout the Department.

Ultimately, when we are able to wrap our arms around our families and make them whole with one seamless system of supports and services—then we have done our job.

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States Deliver IT Innovation, Even in Economic Downturn

Finalists Announced for 2010 NASCIO Recognition Awards for Outstanding Achievement in IT

Lexington, KY—Innovation and excellence in information technology continue to thrive within state government, despite the economic challenges states are facing, according to the National Association of State Chief Information Officers. NASCIO has selected 33 state IT initiatives in 10 categories as finalists for its 2010 Recognition Awards for Outstanding Achievement in the Field of Information Technology in State Government.

Finalists in NASCIO's prestigious awards program, which is celebrating its 22nd consecutive year, were announced today, and one initiative in each category will be honored at NASCIO's upcoming Annual Conference. Projects and initiatives from NASCIO member states, territories, and the District of Columbia were eligible for nomination, and finalists were selected by NASCIO's Awards Committee from a field of more than 130 nominees.

"State information technology best practices should be promoted and shared," said Brenda Decker, chief information officer for the state of Nebraska and co-chair of the NASCIO Awards Committee. "This award program provides a showcase of innovative initiatives from across the nation and encourages state governments to continue to focus on efficiency, excellence and quality service to citizens."

Decker and co-chair Jerry Fralick, North Carolina chief information officer, indicated that the nominations demonstrate that states strive to support the public policy goals of state leaders, provide cost-effective service to citizens, and make available solutions that are transferable to other agencies or units of government. To ensure states can access the innovations and best practices of

their peers, details about all the nominated projects are posted on NASCIO's website at www.nascio.org/awards.

"NASCIO's Recognition Awards program highlights leadership, innovation and collaboration," Fralick said. "Learning from the successes of our colleagues around the country, we can all reap the benefit of efficient business practices, quality information management, and sound technology policy."

Awards finalists in the 2010 program are as follows:

Cross Boundary Collaboration and Partnerships

- State of Arkansas—Universal Financial Aid Management System
- State of Michigan—Public Safety Communications System
- State of New York—The Psychiatric Services & Clinical Knowledge Enhancement System (PSYCKES)

Data, Information and Knowledge Management

- State of Michigan—K-20 Improvement Project
- State of New York—Smart 2010
- Commonwealth of Pennsylvania—PA Child Support Portal

Digital Government: Government to Business

- State of California—Leafy Green Inspection Tracking System
- State of Colorado—Oil and Gas Permitting eForm

- State of Nevada—Department of Motor Vehicles' Vehicle Information Database

- State of West Virginia—Division of Motor Vehicles Electronic Skills Testing Commercial Driver's Licensing Testing

Digital Government: Government to Citizen

- State of California—C-IV: Providing Californians Accurate and Efficient Access to Health and Social Service Benefits
- Commonwealth of Massachusetts—Health Connector—MAHealthconnector.org
- State of Michigan—Helping Hand Portal

Digital Government: Government to Government

- State of California—Water Information System (WINS): Improving the Efficiency and Transparency of Water Billing
- State of North Carolina—Window of Information on Student Education: Wave Three
- Commonwealth of Virginia—Laboratory Information Management System (LIMS)

Enterprise IT Management Initiatives

- State of Michigan—Business One-Stop
- State of Tennessee—The Virtual State of Tennessee
- State of Utah—Creating Utah's Cloud Infrastructure

Improving State Operations

- State of Florida—MyFloridaMarketPlace
- State of Illinois—Data Center Server Consolidation and Virtualization Project

- State of Michigan—Michigan Bridges

Information Communications Technology Innovations

- State of Colorado—Ahead of Its Time: The Colorado Statewide Digital Trunked Radio System
- State of New York—511NY
- Commonwealth of Pennsylvania—StarNET
- Commonwealth of Virginia—Virginia Interoperability Picture for Emergency Response (VIPER)

Open Government Initiatives

- State of Colorado—Online Transparency Initiatives
- Commonwealth of Kentucky—Open Door Website
- State of Minnesota—"What's in My Neighborhood?" Website Redesign Project
- State of North Carolina—State Board of Elections Voter Portal

Risk Management Initiatives

- State of Michigan—The Government Cloud Protection Program: Disaster Recovery Services Transformed for the Perfect Storm
- State of North Carolina—Protecting, Securing and Making NC Voter Data Available
- State of West Virginia—Cyber Security Program

To learn more about NASCIO, visit www.NASCIO.org.

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INSIGHTS ON HUMAN RESOURCES by BOB LAVIGNA

The Federal Government's Top HR Execs Speak Out

Bob Lavigna

The Partnership for Public Service and Grant Thornton LLP recently published "Closing the Gap: Seven Obstacles to a First-Class Federal Workforce," the latest in a series of reports dating back to 2007 that summarize interviews with the federal government's senior HR executives, the Chief Human Capital Officers (CHCOs). This year, the interviews—with 68 CHCOs and other key HR leaders—focused on how to bridge the gap between today's government workforce policies and practices, and what they should be in the future.

While Closing the Gap focuses on the federal government, I think the results and lessons also apply to other levels of government. The story line that emerged from the interviews focused on how to achieve seven major HR goals:

- A nimble, modern system to recruit and hire a diverse and productive 21st century workforce.

- The ability to attract, fairly compensate, reward, motivate and retain the right people with the right skills.
- The federal government's central HR agency, the Office of Personnel Management (OPM), as a trusted advisor and resource.
- HR professionals with the ability to think and manage strategically and be true business partners.
- Technology and processes that streamline operations and produce the data and results needed to manage effectively.
- Trained and capable leaders who inspire and bring out the best in the workforce.
- A shared vision and collaboration between managers and unions.

In general, the HR execs agreed that efforts to build and maintain a high quality workforce are being seriously hindered by longstanding,



systemic and often dysfunctional practices and policies. As is so often the case, however, the easy part is agreeing on the goals and what needs to be fixed, such as the broken hiring process. The hard part is actually fixing it.

It's no surprise that one obstacle is arcane hiring systems. The complexity of hiring often creates a situation where

only those already in government can navigate the system. "We only end up hiring people who are already familiar with the system. We end up just cannibalizing each other." The Obama administration is trying to solve this longstanding problem through plans to make the process more applicant-friendly, eliminate essay-style application questions, improve the speed and quality of hiring, and more fully involve managers and supervisors in recruiting and hiring.

But the CHCOs have strong doubts that HR professionals, the people on the frontlines implementing hiring and other reforms, are up to the task. For example, almost half (46 percent) of the executives said their HR folks either do not have needed competencies or only have these capabilities to a limited extent.

As one CHCO warned, "They want us to hire all these people, but HR itself does not have the skill set." Plus, the CHCOs said they don't have enough resources train HR staff.

While there was agreement on these and other challenges, there was less agreement on the solutions. The CHCOs believe that bridging the gap from where government is today to where it needs to go will require more resources and a sustained commitment from top political and career leaders.

"Quick and bad is not the solution." Hiring reform should be grounded in merit system principles and public policy goals and requirements such as diversity and veterans' preference. But agencies should be accountable for results, not just processes.

Nearly all CHCOs interviewed stressed that it's critical to involve managers in the hiring process—from beginning to end. "I don't hire people, managers do," said a respondent. "We can enable reform, but it will be management's implementation that drives it."

When "faster and better" are potentially competing goals for hiring and other reform efforts, the priority should be given to "better." While speed is important in key areas like hiring, getting the right end result—like a quality hire—is more important, even if it takes time.

The track record for pay reform is spotty at best, but government must do better.

CHCOs recognized that this portion of the reform "bridge" could be the toughest to engineer and build, but they agreed that the status quo prevents government from being a model employer. Problems include a dysfunctional position classification system; frequently non-competitive entry-level pay plus pay compression at higher levels; lack of a level playing field where some agencies can pay more than others for the same jobs; and a need to know more about why past efforts at pay-for-performance failed.

"Quick and bad is not the solution."

But several respondents also emphasized the need to take a broader look at compensation and rewards—beyond money. Most people who work in government are not motivated by money, but by a call to serve. "We've got a good thing going: who we are. We need to tout that a bit more and people will come. The whole thing around being competitive with the private sector is not going to work. People who work for the government want to serve."

Promoting work-life balance is also an important tool in attracting, motivating and retaining talent. "We are seeing a change in attitude among applicants," observed an interviewee. "They select agencies that offer more work-life benefits."

HR leaders want greater collaboration and sharing within government and with other stakeholders to build the bridge to a more effective workforce.

CHCOs want a more collaborative partnership with OPM, and also want more cross-agency collaboration with the other C-suite communities (e.g., chief financial officers, chief information officers and chief acquisition officers); more involvement by employee unions and other stakeholders in civil service reform; and more cross-agency sharing among HR offices (e.g., sharing information on highly qualified applicants for common jobs).

HR metrics are an important part of the equation. Reliable, timely information also is important both to manage the workforce and better understand HR's impact. As one CHCO said, "What you measure is what people pay attention to." As the following chart shows, measurement is a problem—fewer than 50 percent of respondents said that they can measure HR's effectiveness to

New from M.E. Sharpe

Leader-Managers in the Public Sector Managing for Results

Michael S. Dukakis and John Portz,
both, Northeastern University

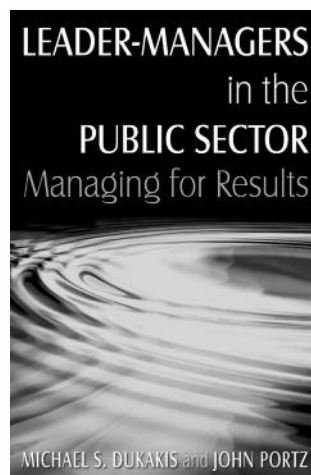
Former presidential candidate Michael S. Dukakis and John Portz highlight critical skills and practices that are essential for good leadership *and* good management in the public sector.

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See LAVIGNA, pg. 13

Crime is By Far the Biggest Concern in New Orleans' Ongoing Recovery

From NEW ORLEANS, pg. 1

significant progress in restoring tourism, many report that New Orleans lags in overcoming an intractable crime problem and that the pace of the recovery has been far slower for the city's black residents, who are the majority.

"Residents report a lot of progress in the recovery effort, but just as the city appeared to be turning a corner it got hit by a different kind of hurricane—the oil spill," said Kaiser President and CEO Drew Altman. "It is striking that while jobs is the number one issue across America, crime swamps all other issues in New Orleans," he added.

The survey series gauges people's experiences, living conditions and attitudes towards the rebuilding effort in New Orleans in the aftermath of Katrina. (Previous surveys were conducted in 2008 and 2006.) It finds that 70 percent of residents say recovery and rebuilding are going in the right direction, up from 56 percent in 2008 and 58 percent in 2006. Yet nearly 6 in 10 believe the city has not "mostly recovered" from Katrina. A third (32%) of residents who lived through the storm report that their lives still are "very" or "somewhat" disrupted, compared to 41 percent two years ago and 46 percent in 2006. Nearly a quarter of residents (24%) are planning or considering a move away from greater New Orleans, up from 12 percent in 2006. And 7 in 10 believe most Americans have "forgotten" the continuing challenges facing the region.

The Gulf Oil Spill:

A New Disaster for New Orleans

The Deepwater Horizon oil spill in the Gulf of Mexico, the largest offshore spill in U.S. history, amounts to a new, man-made disaster for greater New Orleans. Nearly half of the city's residents (49%) believe the fallout from the oil spill represents a more damaging threat to New Orleans than Katrina did, while 40 percent thought Katrina caused more damage. Large majorities say the spill will affect the New Orleans economy (64%) and the local environment (70%) a "great deal."

BP, the company that operated the doomed oil rig, has come in for scathing public criticism even in a region heavily dependent on the oil and gas industry for jobs, with 84 percent of New Orleans residents reporting a negative view of the company's response to the crisis.

Residents See Progress in Restoring Tourism, Repairing Damaged Levees and Rebuilding Devastated Areas

Most residents of Orleans Parish see real progress on a majority of recovery issues, the survey finds. Their greatest praise is for strengthening New Orleans as a tourist and

convention site, with nearly 9 in 10 residents (87%) saying they see "some" or "a lot" of progress in that area. Two-thirds (65%) see progress in repairing the damaged levees, pumps and floodwalls. And roughly 6 in 10 say they see progress making public transportation more available (62%), rebuilding destroyed neighborhoods (59%) and strengthening the public school system (57%).

In particular, this year marks the first time since Katrina that a majority of residents say they see progress in rebuilding devastated areas, with a solid majority of 59 percent saying so now, compared to 44 percent in 2008 and 33 percent in 2006.

"The people of New Orleans believe that the Katrina recovery, while far from complete, is on the right track in a number of areas," said Mollyann Brodie, Senior Vice President and Director of Public Opinion and Survey Research at the Foundation.

In other areas, residents are more divided. They are split in half on whether the city has shown any improvement in making affordable housing more available, attracting businesses and jobs, and making it easier for people to access medical services.

Crime Is By Far The Biggest Concern

By far, residents reserve their lowest ratings for crime, an area in which nearly two in three people (64%) say the city has made little or no progress. Just over half of city residents (54%) are at least somewhat worried about becoming the victim of violent crime. Asked in an open-ended question to name the "single biggest problem facing New Orleans today," crime rises above all other issues, with more than three times as many residents (41%) putting it at the top of the list as picked the oil spill (12%), the second most-cited problem. Farther down the list were jobs (8%), education/schools (7%), affordable housing (6%), the economy (3%), hurricane protection (2%) and health care (1%).

In contrast, when residents of Detroit, another major city facing tremendous challenges, were asked in a recent Kaiser/Washington Post/Harvard University survey about the single biggest problem in their area, 57 percent named economy-related issues while only 18 percent cited crime and safety. Nationally, the top concern is the economy, cited by 28 percent of people in a June USA TODAY/Gallup poll, followed by unemployment (21%). Crime was well down the list nationally at 1 percent.

Crime was a major problem in New Orleans even before Katrina. The New Orleans Police Department, long viewed as troubled, suffers from a lack of public trust and is currently being assessed by the Justice Department at the request of the city's new

mayor. The survey finds that less than half of Orleans Parish residents say they can trust the police to do what is right for them and their community "almost always" (13%) or "most of the time" (31%). Trust in the police differs starkly by race: a majority of whites (59%) says you can trust the police to do what is right "almost always" (18%) or "most of the time" (41%), while a majority of blacks (64%) says you can trust the police only "only some of the time" (45%) or "almost never" (19%).

African-Americans and Whites Continue to Live Differing Realities in NOLA, but More People Cite Income Than Race as the City's Dividing Line

As was true before Katrina hit, African-American and white residents in New Orleans live substantially different economic realities, an experience not uncommon in America's large cities. But the storm, and especially the ensuing flooding, disproportionately affected black neighborhoods, translating into a steeper climb to recovery in the very areas of the city that faced higher economic and other challenges even before the hurricane.

The survey finds that African-Americans are more than twice as likely as whites to say that their own lives have not yet recovered from Katrina (42% vs. 16%). And 61 percent of African-American residents report living in low-income households with earnings under 200 percent of the poverty level (roughly \$44,000 for a family of four), compared to 24 percent of whites. Similar racial differences exist in the share who say New Orleans has not recovered (66% of blacks vs. 49% of whites); who say it is a bad time to be raising children in the city (51% vs. 35%); who say that NOLA is a worse place to live now than before the storm (42% vs. 28%); and who say they are "very worried" that health care services might not be available if they need them (59% vs. 21%).

Yet the survey also finds signs that race relations in the region may be improving. For the first time since 2006, more parish residents say that race relations are getting better (23%) than say they are getting worse (15%). The share of African-American resi-

See NEW ORLEANS, pg. 13



MPA PROGRAM

Congratulations to our Northern Virginia Public Service Fellows MPA Graduates *Class of 2010*

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Federal HR Executives Talk Goals and Reality of Hiring

From LAVIGNA, pg. 11

a great or very great extent.

We also asked CHCOs which metrics they currently use, which measures are helpful and which others are needed.

Most interviewees stressed that metrics should focus on customer needs—not just the speed of processes, but the quality of outcomes. “My customers measure me better than I measure myself.” Specifically, the focus should shift from transactions to end results. “Right now,” said one CHCO, “we measure process, not outcome. We do a lot of tracking, but impact is hard to measure.” While process metrics are the easiest to quantify and communicate, the most important metrics focus on outcomes such as the quality of hires.

Line managers need better skills. According to the CHCOs, management skills are increasingly important in government, but are often lacking. In 2008, only 44 percent of CHCOs said line managers have the leadership skills they need to be successful; in 2010, that number actually declined to 32 percent. “Leadership is the most important

thing—specifically how you treat people.”

Another CHCO said, “The reason most people leave an organization is because of their direct supervisor. There is a difference between being the top shining star in your technical role and leading a group of people who are shining stars.”

Bridging the Gap between Goals and Reality

So how do the HR leaders think these challenges should be addressed? Closing the Gap includes specific recommendations based on the interviews:

Hiring reform.

- Validated applicant assessment tools are crucial to improve hiring, and agencies need help developing cost-effective assessment solutions.
- Agencies want more, not fewer, hiring flexibilities; and managers need to be more involved in recruiting and hiring. But this will require a culture change in many agencies.
- Veterans preference in hiring is important, but being held accountable for results (e.g., percentage of veterans hired) is better than rigid process requirements. Suc-

cessful ways to increase actual hiring opportunities for veterans include “hiring heroes” job fairs, interagency partnerships, using interns and volunteers to allow managers to see veterans in action, and using current employees who are veterans recruit other veterans.

- Measuring progress, including on issues such as diversity and veterans preference, should be based on agreed-upon and results-oriented metrics, not just processes.

Pay reform and performance management.

While CHCOs and other HR leaders were dissatisfied with the status quo, there was less agreement about the way forward. Quite a few execs said that their performance management systems already link individual employee performance to mission requirements, but only a handful think their systems could support pay-for-performance. There was consensus, however, around two points:

- There is little support for the current position classification system. More than one interviewee thought it should be “blown up” and replaced with a more flexible approach that provides broader job categories.
- There is still strong support for pay-banding, but less support for tying pay closely to performance.

Training and developing managers and supervisors. The majority feel their agen-

cies were still under-investing in training and development, especially for managers and supervisors. The major recommendations:

- Although most agencies expect tighter budgets, CHCOs want to maintain the commitment to training and development, especially for managers and supervisors, by safeguarding or even increasing funding for training.
- This training and development should include mentoring or coaching programs for managers and supervisors.
- Leadership institutes and related programs that enable managers and supervisors to interact with peers from other organizations are also valuable.

Work-life balance. Most agencies are already using work-life flexibilities, especially alternative work schedules. The one flexibility with perhaps the greatest potential for expansion is telework. The biggest barriers to telework are organizational culture, particularly a management mindset against telework; and information technology, including both concerns about data security and lack of equipment or networks to support telework.

The HR execs support a gradual expansion of work-life flexibilities, especially telework, by focusing on management awareness and

See LAVIGNA, pg. 14

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New Orleans Slowly on the Mend

From NEW ORLEANS, pg. 12

dents who see racial bias in the rebuilding effort has dropped to 30 percent, down from 55 percent in 2006.

Moreover, while nearly 6 in 10 residents still see New Orleans as divided by race and income, the proportion that see a unified city has risen from 24 percent in 2008 to 37 percent today. Even among those who see divisions, more see the city as divided mainly by income (33%) than see it as divided mainly by race (17%). African-Americans express this view more than whites, with 37 percent of black residents saying New Orleans is mainly divided between rich and poor, while 27 percent of whites say so. (In contrast, 24 percent of whites point to race as the main divide, while 13 percent of African-Americans do.)

A Health System Slowly on The Mend

The picture is mixed on the recovery of the health care system, with 49 percent of residents reporting that they see “a lot” or “some” improvement in the availability of medical services and facilities and an equal share saying there has been little or no

progress in this area.

For the first time, a majority (55%) say their health care needs are being met “very well”, up from 42 percent in 2008 and 36 percent in 2006. And an increasing proportion say they have received preventive care in the past six months—59 percent, up from 47 percent in 2008. Still, one in five adults report being uninsured, and about a quarter of residents say that they have no usual place of care other than the emergency room.

The expansion of health coverage under the new health reform law is expected to shrink those uninsured numbers. The survey finds more support for the law in New Orleans than there is in the nation as a whole. The city’s residents favor the law by a margin of 57 percent to 30 percent, compared to a narrower margin nationally of 50 percent to 35 percent in Kaiser’s July Health Tracking Poll.

The Kaiser Family Foundation is a non-profit private operating foundation, based in Menlo Park, California, dedicated to producing and communicating the best possible information and analysis on health issues. <http://www.kff.org>

Ethics Reform in Congress: Moving Forward or Backward?

Donald C. Menzel

Much criticism has been directed at the inability of Congress to ensure that its members behave ethically. While ethics lapses and issues over the past few years (remember the Jack Abramoff scandal, William Jefferson Davis, Randy Cunningham, Charlie Rangle, Bob Ney, to name a few) have received considerable attention, the clock began ticking a long time ago. As Mark Twain put it tongue-in-cheek, "it could probably be shown by facts and figures that there is no distinctly native American criminal class except Congress."

Shortly after winning a Democratic majority in 2006, House speaker-to-be Nancy Pelosi spoke out loudly and clearly that we are going to bring an end "to the culture of corruption ... we will drain the swamp." In March 2008 the House established the Office of Congressional Ethics (OCE), a 6 person Board of Directors consisting of private citizens with the authority to investigate alleged wrongdoing and advise the House Ethics Committee. The OCE's authority is limited in that it cannot issue subpoenas or compel witnesses or lawmakers to testify or investigate cases before its establishment. An April 2009 editorial in the New York

Times asked, "is the House swamp drained yet?" A year later a new editorial declared: "they [OCE] must be doing their job."

Why? There is now a movement afoot to place even greater restrictions on the OCE. Twenty members of the Congressional Black Caucus introduced a resolution in June 2010 to prevent the office from initiating its own inquiries unless a sworn complaint was filed by an individual with personal knowledge of the alleged wrongdoing. Representative Marcia L. Fudge (D-Ohio) put it this way: "O.C.E. is currently the accuser, judge and jury. This isn't the case in the American justice system, and it shouldn't be so in Congress."

What do you think? Should the OCE be put on a tighter leash?

Sources: New York Times, March 23 & June 2, 2010.

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



Bridging Gap a Must for HR Execs

From LAVIGNA, pg. 13

training and investing in IT infrastructure.

Improving the HR workforce. There was almost unanimous agreement that too many HR professionals do not have the skills and competencies they need. And this is getting worse, not better. To fix this:

- The HR workforce needs to be the focus of a concentrated and coordinated long term improvement effort.
- As the central HR agency for government and the president's HR advisor, OPM should champion this improvement effort.
- It starts with hiring—agencies need to actively recruit and hire people who have HR interest and talent.
- There need to be a clear path for HR development based on agreed-upon competencies—and experience in more than one HR office and more than one functional area.
- There need to be clear performance standards and metrics for HR, and accounta-

bility for results. And an expectation that HR staff members who do not perform will be fired.

The ability of government agencies, at all levels, to meet the unprecedented range of challenges they face depends on whether they have the right talent. As the federal HR executives candidly described in these interviews, making government a true employer of choice over the long term will require new ways to look at how to attract, develop and retain talent. In other words, new ways to bridge the gap between what is, and what should be.

To download the report, go to: <http://our-publicservice.org/OPS/publications/view-contentdetails.php?id=147>

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, non-partisan Partnership for Public Service. Email: rlavigna@ohr.wisc.edu.

The ASPA Classics Series

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Reports on the Web

Featured Report: Total employment by state governments has dipped below its level at the start of the recent recession for the first time, a new "Data Alert" from the Rockefeller Institute of Government shows. After rising for eight consecutive months after the recession began in December 2007, state and local government employment has declined for 17 of the last 23 months as states have experienced record declines in revenue. An extension of extraordinary federal aid to states, expected to be approved by Congress, "would likely dampen but not eliminate pressure for additional cuts in state and local government employment," Institute researchers Donald J. Boyd and Lucy Dadayan write.

www.rockinst.org

GAO Reports:

- Hurricane Recovery: Federal Government Provided a Range of Assistance to Nonprofits following Hurricanes Katrina and Rita.
- New Drug Approval: FDA's Consideration of Evidence from Certain Clinical Trials.
- Homeownership Preservation: Federal Efforts to Combat Foreclosure Rescue Schemes Are Under Way, but Improved Planning Elements Could Enhance Progress.
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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/April2010.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
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Send a report for this column to Christine McCrehin at cjewett@aspanet.org.

WTS Where Things Stand

Survey Shows Significant Local Government Jobs Losses

Washington, DC—Recent survey research shows that local governments are now facing a fiscal crisis that will force job losses approaching 500,000 and significant cuts in much needed public services. Representatives from the National League of Cities (NLC), United States Conference of Mayors (USCM) and the National Association of Counties (NACo) jointly released the survey results at a press conference on Capitol Hill and were joined by several members of Congress offering support to cities and counties during these difficult economic times.

Local governments are a lifeline for their communities providing essential services to their residents. Unfortunately, according to the survey of local governments, these services are being cut and will continue to be cut over the course of the next 18 months as local governments attempt to balance their budgets in response to the on-going economic crisis. Most of the cuts are coming from public safety, public works, public health, and social services.

"For local governments, unemployment and foreclosures resulting from the Great Recession translate into too few revenues making it increasingly difficult to fund or satisfactorily maintain many basic services—not only parks, libraries, and public works projects but also public safety, police and fire services," said Ron Loveridge, NLC president, mayor of Riverside, CA.

Loveridge continued, "Cities are not only the engines of their local communities, they are also the backbone of their regional economies, where investments in infrastructure and services provide a platform for private sector investment and growth. And cities are the wealth of nations. We are where economic recovery must take place... we are where jobs are increased, or more commonly lately, are lost. We must change that equation."

Local governments continue to make the difficult choices in balancing budgets and finding ways to operate. "As families all across our country have tightened their budgets, so have our nation's counties. Services to the public have been cut, county employees have been laid off or furloughed and capital expenditures have been reduced," said Judge B. Glen Whitley, NACo president, Tarrant County, TX.

But the report demonstrates that all of the cost cutting will come at a price to our nation's recovery and families. The report makes clear that federal action is critical to helping city leaders stabilize local

economies and serve families. Continued Whitley, "The Local Jobs for America Act will help ensure that our county employees who fight crime, protect our communities from fire and natural and man-made disasters, and teach our children, are able to continue performing these vital functions. For this reason as a Republican and President of the National Association of Counties I support passage of H.R. 4812/S.3500."

The three organizations also emphasized there can be no national economic recovery as long as unemployment remains high and the ability of local governments to respond to the needs of their residents is hindered.

For more information, visit www.nlc.org.

53% Favor Public Employee Unions

New Jersey and California are just two of the states that are wrestling with high numbers of well-compensated unionized public employees as they try to reduce growing budget deficits.

But a new Rasmussen Reports national telephone survey finds that Americans are generally favorable toward these unions and evenly divided over whether they place a significant strain on the U.S. budget.

Fifty-three percent of Adults at least somewhat favor unions for public employees, while 37 percent are opposed to them. This includes 22 percent who Strongly Favor the unions and 24 percent who Strongly Oppose.

This is slightly higher support than is found for labor unions in general: 49 percent have a favorable view of them, while 42 percent regard them unfavorably.

Among Americans who have belonged to a labor union or had a family member in one, 66 percent favor public employee unions, including 28 percent who Strongly Favor them. Just 28 percent in this group oppose the unions, with 19 percent who Strongly Oppose.

Thirty-six percent (36 percent) of all adults believe public employee unions put a significant strain on the U.S. budget, but 37 percent disagree. Another 27 percent are not sure.

In states where public employee unions are at the center of budget debates, however, there's a much different view. Most voters in California and New Jersey say public worker unions are a significant strain on their state budgets.

Forty-one percent of Americans nationwide say it's a good thing that many policemen and firemen belong to public employee unions. Twenty-three percent view it as a

bad thing, while 21 percent say it's neither. Fifteen percent aren't sure.

Feelings are a bit more mixed about teachers' unions. Thirty-eight percent of adults say it's good that most teachers belong to a public employee union, but 34 percent regard that as bad. Thirteen percent say it's neither, and 14 percent are undecided.

Nationally, two-thirds of voters say the teachers' unions are more interested in protecting their members' jobs than in the quality of education.

Men are more supportive of public employee unions than women. African-Americans like the unions much more than whites. Non-investors favor them more than investors.

Not surprisingly given the high level of support these unions give Democratic candidates, 71 percent of Democrats—and 50 percent of adults not affiliated with either major party—have a favorable opinion of public employee unions. Most Republicans view the unions unfavorably.

Fifty-four percent of Republicans say public employee unions are a significant budget strain, but 57 percent of Democrats disagree. Unaffiliated adults are more closely divided: 36 percent see them as a budget strain, 29 percent do not.

A plurality of government workers does not view public employee unions as a significant strain on the budget. Those who work in the private sector are almost evenly divided on the question.

One of the major pieces of legislation championed by Democrats in Congress in the past year is the Employee Free Choice Act (EFCA) which would eliminate the legal requirement for a secret ballot vote to form a union. Thirty percent of Americans say it is fair to form a union without having a secret ballot vote if a majority of a company's workers sign a card saying they want to unionize. But 52 percent do not believe it is fair to form a union without a secret vote.

Just nine percent (9 percent) of non-union workers say they want to join a labor union.

For more information visit Rasmussen Reports, www.rasmussenreports.com

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Public Agency Preparedness

Aug 30, 2010 - 8:34 a.m. EST

The following is the first half of an article running in the August/September issue of PA TIMES. The issue contains a special section titled "Are We Prepared? Planning for Pandemics and Natural Disasters." ASPA members, watch for your issue in the mail. Non-members, watch online archive updates for the full version of this article and others from the special section.

Traci Foster, David Milen

There are numerous disasters, both manmade and natural, that have resulted in public agencies having to use alternative resources, different forms of communication, and training exercises in order to prepare for possible disasters and emergency response operations.

In an effort to prepare for disasters financial resources must be present in o ...Read More

Federal Career Service Leadership: Can We Do Better?

Aug 30, 2010 - 8:15 a.m. EST

*Following is a review of the book *The Early Years of the Federal Executive Institute (FEI): Theory, History, Reflections* (iUniverse, 2010), compiled and edited by Frank P. Sherwood, the first FEI executive director.*

Alexis Halley

Leadership well beyond the ordinary is needed to operate effectively in today's public service. According to a recent

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ASPA TIMES

Advancing excellence in public service. . .

ASPA President Meredith Newman speaks at a recent Delaware Association of Public Administration (DAPA) event.

Newman Honored as Guest Speaker at DAPA Meeting

ASPA President Joins Panel to Discuss Advancing Excellence in Public Administration

Martha Corrozi Narvaez

The Delaware Association of Public Administration (DAPA), with support from the University of Delaware's School of Urban Affairs & Public Policy, hosted a conversation with

Meredith Newman, ASPA president and professor and chair of the department of public administration at Florida International University.

Newman was joined by a panel of four Delaware administrators, who

contributed to the evening's discussion of advancing excellence in public administration.

Julia O'Hanlon, DAPA president, introduced and welcomed Newman

See DAPA MEETING, pg. 19

Levin.

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Empire State Capital Area Celebrates Public Service

ASPA Chapter Hosts Awards Program, Panel Presentation and Pi Alpha Alpha Recognition



Pi Alpha Alpha inductees with Chapter President Dr. Michael Christakis (left).

New York—Since 1952, the Empire State Capital Area Chapter has recognized outstanding individuals for their work in state and local service. The annual Awards program provided a mechanism for recognizing

many deserving colleagues over the years who have worked tirelessly and successfully on behalf of the people of New York State. This year's recipients carry on the proud tra-

See EMPIRE STATE CHAPTER, pg. 22

MEREDITH NEWMAN *President's Column*



ASPA on the Move

Meredith Newman

One of the traditions that ASPA has perfected is the annual transition of officers. I have had the privilege of serving first as vice-president elect with Harvey White, as vice-president with Don Klingner, as president elect with Paul Posner and as president, with Erik Bergrud and Tom Liou. I recall long-time ASPA leader Becky Schergens urging a number of us during an ASPA Midyear Meeting to ensure that each of our respective agendas as officers be complementary and mutually reinforcing. I believe we are accomplishing this goal.

In Paul's last column, he speaks about the "healthy synergy of a wonderful band of officers, excellent ASPA staff and a vital network of volunteers." Under Paul's leadership, a new policy engagement process is in place. ASPA's voice is increasingly heard in high level deliberations in our nation's capital. I would like to take this opportunity to formally thank Paul for his leadership, friendship and extraordinary contributions to ASPA.

ASPA's voice is also becoming increasingly prominent in the international arena. ASPA has a rich legacy of international outreach consistent with its globally relevant mission. Richard Stillman underscored *Public Administration Review's* (PAR's) transfer of knowledge around the world during his Stone Lecture at our 2010 Annual Conference in San José—learning from and speaking to the whole world.

This brings me to "ASPA on the move" and to the emphasis during my term in extending ASPA's visibility, mission and relevancy globally—with the purpose of exchanging smart practices and academic research amongst us. ASPA has earned its reputation nationally, at all levels. Expanding ASPA globally builds upon our rich experience and expertise as we engage with public administrators in new ways at home and abroad.

Regarding smart practice, one of these smart practices is the Certified Public Management program. Professional Development Task Force co-chairs Howard Balanoff and Ken Matwiczak have an active agenda. One exciting initiative is the development of an ASPA-sponsored professional development certification program. Executive Director Antoinette Samuel has prepared a draft policy paper in collaboration with the Task Force with the vision that "ASPA would be recognized as the organization that exemplifies 'excellence in public management' through a formal, internationally recognized professional management credentialing program...The CPM would be adopted as the

anchor program." The paper will be submitted to National Council for approval of the "concept" at the ASPA Mid-Year Leadership Meeting next month, followed by an implementation timetable going forward.

Expanding ASPA globally builds upon our rich experience and expertise as we engage with public administrators in new ways at home and abroad.

Mary Hamilton and Pan Suk Kim have led a very engaged Action Team on International Outreach. They have submitted an application package requesting the formal establishment of an ASPA International Chapter. The purpose is, in part:

"To help foster growth of a practice-oriented global public administration network focused on challenges and best practice solutions of interest to public administrators from many nations...Once ASPA has approved the International Chapter provisionally, the chapter will begin development of what will likely be the major service provided by the chapter—the ASPA global public administration network...By supporting open transnational dialogue...the chapter will be able to offer a wide range of options to its members and to public administration professionals and scholars around the world."

As the saying goes, we have come a long way. These two initiatives are amongst the most recent, ongoing activities that ASPA volunteers, staff and officers are actively engaged in. At the celebrated age of seventy, our society is strong. With an annual budget of \$1.5 million, 80 chapters, 24 sections, 12 MOUs with international partners, over 8,000 members at home and in over 70 countries, an effective governance structure (23 National Council Representatives, including a Student Representative and International Director), five Strategic Imperative Groups, our three Standing Committees, and a dedicated staff of seven professionals, our mission remains focused on the advancement of the science, art and processes of public administration.

Our track record of successful conferences is impressive. The San José conference attracted over 1,000 participants. In addition, SECoPA, the Texas ASPA/CPM conference, the ABFM conference, the Public Management Conference, the Third Minnowbrook

conference, the 6th TransAtlantic Dialogue, the PATNeT conference, the Sino-US Conference on Public Administration, the upcoming International Conference on Public Administration in Canberra, to name a few, as well as our chapter and section-sponsored events, engage our members and colleagues in cutting-edge scholarship, smart practice, and dialogue.

ASPA's publications are among the best in the world. Our flagship journal *Public Administration Review* consistently earns a top-three impact factor, renews at an outstanding 97 percent, and boasts an international readership that rivals the United States. Our new book series, the "ASPA Series in Public Administration and Public Policy," recently released its 10th book.

And our work is ongoing. If you haven't already done so, I recommend that you read Jim Svava's symposium in *PAR*, 69 (November/December 2009). The three articles offer perspectives on the past, present and future of ASPA and public professionalism. One disturbing finding is the low cross-membership between ASPA and our sister associations. For example, only 27 percent of NAPA Fellows, and only 18.1 percent of faculty from the top-10 public management programs, are ASPA members. We are currently addressing this issue.

Another trend in association membership is the growth of specialized organizations compared to general ones. As the authors note:

"ASPA is swimming against the current as a pan-generalist association dedicated to promoting public professionalism. ASPA's weakness is its greatest asset. Only ASPA can elevate public professionalism dedicated to: Serving the public with excellence; Advancing the public interest; Promoting equity; Securing sound governance;

Strengthening democracy." (Svava presentation to ASPA National Council, April 10, 2010).

The authors conclude, "How can there be a robust and encompassing public professionalism without ASPA?" The answer is clear that there cannot be.

ASPA members and colleagues are intimately engaged in addressing these challenges and advancing excellence in public administration theory and practice. We have an opportunity to tell our story and to have self-confidence in our ideals, which is less difficult now that government is, as U.S. Office of Personnel Management Director John Berry notes, becoming cool again.

We know what public service, public-private interactions and nonprofit management looks like and is experienced up close and personal, whether we are working in service to the public in Seattle or San Marcos; or engaged in research and teaching in Yonsei University, Seoul, or University of Nebraska at Omaha.

For example, emergency personnel and first-responders daily practice and express the values that we share in public administration—professional judgment, discretion on the ground, and managing the conflicting accountability relationships in which they function. As part of our research into emotional labor in crisis response (with Mary Guy and Sharon Mastracci), I had the opportunity to interview Florida Urban Search and Rescue Teams on their return from Haiti. Their stories are compelling, and remind us that we have the obligation and opportunity to affect people's lives, one by one, citizen by citizen, and that our work and focus is about people and the person-to-person, citizen-state interactions, especially during times of crisis.

See NEWMAN, pg. 24



Kim Elected President of IAS

Pan Suk Kim, a long-time ASPA member and currently professor of public administration at Yonsei University in Korea, was elected as the President of International Institute of Administrative Sciences (IIAS) in the 28th International Congress of Administrative Sciences in Bali, Indonesia on July 13, 2010. IIAS was established in 1930 and its secretariat is located in Brussels, Belgium. Pan is the first Asian President of IIAS elected in 80 years.

ASPA President Speaks to ASPA's Vital Role in Advancement of PA

From DAPA MEETING, pg. 17

and provided the opening remarks. Prior to her career in academia, Newman served with the Australian Foreign Service, the U.S. Department of State, and the World Bank. Her areas of expertise include public management, human resources and gender, and the emotive aspects of work. She is the recipient of several awards, including the Public Administration Review's Editors' Choice Award. Her book, titled *Emotional Labor: Putting the Service in Public Service* (Mary Guy and Sharon Mastracci, co-authors), is the recipient of two Best Book awards.

Newman opened the discussion with her vision for and role in ASPA for the coming year. Newman strives to advance ASPA's professional role and retain a positive outlook for the association and the field of public administration. Previously, public service has been bashed and has carried a negative connotation; Newman hopes to play a role in changing that perception.

Newman insisted, "ASPA is on the move!" ASPA is strong despite the economy, and it is critical to retain a positive outlook; there were over 1,000 participants at the ASPA conference held in San José, CA, in April. Newman believes that ASPA has a role in informing the policy debate in Washington, DC, and she plans to extend Paul Posner's achievements in the national and international spheres.

Newman believes we all have a role in advancing excellence in public administration. "Each ASPA member is one of 8,000 ambassadors for ASPA," Newman said.

Newman asked the audience to join her in creating an "ASPA without borders," which is the theme for the 2011 annual conference in Baltimore, Md. Planning and development of this conference will be led by UD's Maria Aristigueta.

Following her remarks, Newman was joined by four guest panelists representing various sectors within the field of public administration here in Delaware—Captain Robert Becker, Special Operations, New Castle County Police Department; Meaghan Brennan, Deputy Director of Budget Development, Delaware Office of Management and Budget; Kim Kostas, Community Relations Officer, Food Bank of Delaware; and Kyle Sonnenberg, City Manager, City of Newark. O'Hanlon asked the panelists to address today's realities in public administration, and each one responded to one of two questions—"How do you foster a positive work environment?" and "How has the economy impacted your organization?"

The take-away message from the panelists' responses was that it is critical to treat people respectfully and as individuals and celebrate their successes, in whatever way you can. Each panelist provided key actions and

lessons they've learned that have kept their employees engaged and committed to the mission of the organization.

Captain Becker noted that because morale is critical, he continually reminds his employees of the dedication it took to complete basic training and that he or she has been chosen from the many initial applicants to serve his or her community. Sometimes it is important to remind individuals that this job is a calling and an honor and that each one of them owes everyone they serve respect, stated Captain Becker.

Sonnenberg builds employee morale by trying to relate to staff as individuals and recognizes each employee once a year by sending a hand-written letter thanking the employee for his/her service to the City of Newark. Kostas, Community Relations Officer for the Food Bank of Delaware, has had to find creative and innovative ways to provide additional food to meet the increasing demands in the community and relies heavily on collaboration through new resources and commitment from volunteers and a limited number of dedicated staff.

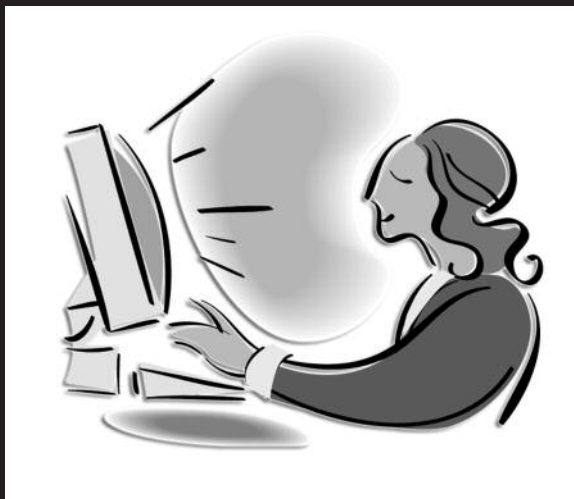
Brennan recently experienced lean times as a state of Delaware employee; employees have endured a 2.5 percent pay cut, a state hiring freeze, increased workloads, travel freezes, and additional cost-cutting measures that have been put in place statewide.

She noted that during these times it is critical to recognize employees any way you can, even if it means a brown-bag lunch and a simple recognition picnic. Newman succinctly summarized the panelists' key points in two words—"people first."

Newman wrapped up the evening by noting that collaboration and partnership are not taught in the typical classroom curriculum but they are essential tools in the field of public administration. Showing care and concern for your co-workers and employees and putting "people first" are important tools in creating a successful and positive working environment.

Overall, the evening was a great success. DAPA members and guests were able to learn from and engage in dialogue with the evening's speakers about their strategies for leading staff, fostering positive work environments, and motivating employees, volunteers, and stakeholder groups during times of financial uncertainties and stress. The evening ended with mingling and conversation.

Martha Corrozi Narvaez is an assistant policy scientist with the University of Delaware Water Resources Agency, a unit of the Institute for Public Administration. Email: mcorrozi@UDel.Edu



Have you visited
ASPA's website lately?

www.aspanet.org

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New ASPA Members

ASPA welcomes the following new members from the months of JUNE and JULY 2010. *Members rejoining ASPA are not included on this list.*

Alan Barone, Jr.	Arizona	Tracee Wilson	At Large Mem	Rhonda Wingfield	Georgia	Kimberly Landrau	Massachusetts	Darielis Williams	Northern Virginia
Chase Gordon	Arizona	Joseph A. Young	At Large Mem	Kristin Wormley	Georgia	Tiffany Reed	Memphis/Mid South	Sheila Alford	Oklahoma
Tochukwu Okafor	Arizona	Tiffeny Young	At Large Mem	Joyce Coissy	Gold Coast	Angela Mendoza	Metro Louisville	Helen Ho	Orange County
Danielle A. Poveromo	Arizona	Kathleen Hale	Auburn Alabama	Donald Giancoli	Gold Coast	Kem Walker	Metro Louisville	Kim Adamson	Oregon/SW Washington
James Samuelson	Arizona	Cheryl Nelson	Bakersfield CA	Aderonke Akinsanya	Greater Birmingham	Kathleen Wilson	Miami Valley	Amanda L. Lamb	Oregon/SW Washington
Bianca Taswell	Arizona	Cori Ashton	Cen CA	Yamika Foy	Greater Birmingham	John Kaczynski	Michigan Cap	Karen Busby	Philadelphia Area
Nicole White	Arizona	Cheryl Nelson	Cen CA	Demetria Hendrix	Greater Birmingham	Aaron Kinzel	Michigan Cap	David Zuzak	Philadelphia Area
LaTonya Williams	Arizona	David DaPonte	Cen Florida	Miranda O'Neal	Greater Birmingham	Michael Kolawole	Michigan Cap	Constance Alford	Piedmont Triad
Koang Bidit	Arkansas	David Henry	Cen Florida	Yukonda Thomas	Greater Birmingham	Anna Kettlewell	Milwaukee	Terence Arrington	Piedmont Triad
Bond Achara	At Large Mem	Sherry Julien	Cen Florida	Brian Handshy, Jr.	Greater Birmingham	Moses Agbonkhese	Minnesota	Shontia Benjamin	Piedmont Triad
Sandra Agarrat	At Large Mem	Deborah Minor	Cen Florida	Debrielle Reed	Greater Kansas City	Phillip LaSala	Minnesota	Manasa Cooper	Research Triangle
Peter Agyeman-Duah	At Large Mem	Angel Pallant	Cen Florida	Julie Ryerson	Greater Kansas City	Paula Muller	Minnesota	Laurie Flowers	Research Triangle
MD Alam	At Large Mem	James Arndt	Cen Illinois	Lynanne Gornito	Hampton Roads	Pat Nelson	Minnesota	Linda King	Research Triangle
Aaron Allen	At Large Mem	Alexis Halley	Cen Illinois	Margie Hennessey	Hampton Roads	Matthew Schuster	Minnesota	Caleb Migombo	Research Triangle
Khaine Aung	At Large Mem	Rose Schweikhart Cranson	Cen Illinois	Angela Hinton	Hampton Roads	BoNita Harris	Mississippi	Terrance Mumphery	Research Triangle
Tiffany Austin	At Large Mem	Fe Florimon	Cen New York	Shawn Mondie	Hampton Roads	Jessica Rian Shappley	Mississippi	Jack Register	Research Triangle
Barbara Bateman	At Large Mem	Kenika Canty	Cen Piedmont	Kesha Morrow	Hampton Roads	Lynn Wynn	Mississippi	Wayne Talley	Research Triangle
Faith Beckford-Martin	At Large Mem	Candice James	Cen Piedmont	Maurae Gilbert Stewart	Heart of Illinois	Vu Cap	Natl Cap Area	Charles Wilson, Jr.	Research Triangle
Tanyeka Bentley	At Large Mem	James Mattison	Cen Piedmont	Rena Redic	Heart of Illinois	Lisa Mallory-Hodge	Natl Cap Area	Scotty Woods	Research Triangle
Nikeya Blake	At Large Mem	Kim Pharr	Cen Piedmont	Jevonne Bass	Houston Area	Adam Pallotto	Natl Cap Area	Lisa Wright	Research Triangle
Marcel Bolboaca-Negru	At Large Mem	Rachel Pillar	Cen Piedmont	Elisa Chavous	Houston Area	Michele Rochon	Natl Cap Area	John Campopiano	Rhode Island
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Christopher Brown	At Large Mem	Rebecca Scroggins	Cen Piedmont	Bevona Fairman	Houston Area	John White	Natl Cap Area	Elizabeth Conley	Sacramento CA
Victor Burke	At Large Mem	Keith Coleman	Chicago Illinois	Wendy Gerdes	Houston Area	Martin Petersen	Nebraska	Peter Hnat	Sacramento CA
Tracey Burris	At Large Mem	Carmelita Dockery	Chicago Illinois	Tania Rivaux	Houston Area	Nicole Barlow	New Jersey	Laree Kiely	Sacramento CA
Kiesha Butler	At Large Mem	Grace Fabre	Chicago Illinois	Tammra Wallace	Indiana	Alycia Bertles	New Jersey	Linda Proaps	Sacramento CA
Tanya Cain	At Large Mem	Margaret Gallagher	Chicago Illinois	Marla Williams	Indiana	Michael Brennan	New Jersey	Melissa Tefertiller	Sacramento CA
Heather Case	At Large Mem	David Gommel	Chicago Illinois	Colin Walker	Inland Northwest	Guy Patterson	New Jersey	Eileen Chase	SF Bay Area
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Tiffanie Hamm	At Large Mem	Darryl Thomas	Chicago Illinois	Jose Alfredo Carmona Poissot	Intl Elec	Michael Coomb-Smith	New York Metro	Shirley Pelzer	South Carolina
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Valerie Harvey	At Large Mem	Samuel Delp	Colorado	Manuel Barclay Contreras	Intl Elec	Melissa Ellis	New York Metro	Elizabeth Walker	South Carolina
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Michelle Walters	At Large Mem	Jamaal Vaughn	Georgia	Ross Hildonen	Massachusetts	Victor Vicente	Northern Virginia		

Disaster Planning Guide and Checklist

If catastrophe struck, would your family be ready? Taking simple steps today could save lives and prevent suffering later. Follow the tips and checklists to protect your loved ones—whatever tomorrow brings.

Plan Your Family's Response

Prevent panic and confusion by making sure everyone knows where to go and what to do in an emergency.

- Do your homework. Learn what disasters might affect your area and what warning systems are in place. Take first aid and CPR courses. All adults and teens should know how to shut off home utilities.
- Check in at school. Keep your contact info current and find out how to release your child to someone of your choosing if you can't be there. Remember, phone lines may be overwhelmed during an emergency.
- Pick two meeting spots. The first should be just outside your home for sudden events such as a house fire. The second should be outside your neighborhood, in case you can't get home or family members get separated.
- Choose a contact person. In a disaster, it's often easier to call across the country than across town. Ask someone out of state to coordinate communications. Family mem-

bers should call this person to report their location.

- Think ahead about evacuating. Figure out where you could go, identifying various routes to several destinations in different directions. Ask friends and family about staying with them.

More disaster planning advice is available from the American Red Cross at www.redcross.org (click on Get Prepared) and from the Federal Emergency Management Agency at www.fema.gov/areyouready.

Stash Supplies

You can buy an emergency kit or assemble your own from the list below. Keep everything in protective containers, such as plastic boxes. If you evacuate, take the kit with you.

Replenish for Freshness

- Water: one gallon per person per day; enough to last three to seven days. Replace every three months.
- Food: enough to feed the whole family for three to seven days. Choose things that don't need cooling or cooking (canned foods, protein bars, etc.). Don't forget baby food and formula, if needed. Replace supply every six months.
- Pet supplies: food and water
- Batteries

Stow Until Needed

- First aid kit
- Radios: battery-operated AM/FM and weather radio with tone alert
- Flashlights
- Blankets and clothes, including sturdy shoes
- Matches in waterproof container
- Tools: wrench, pliers, work gloves
- Eating gear: nonelectric can opener, utensils, paper plates, paper towels
- Hygiene items: toilet paper, moist towelettes, etc.; diapers and other baby supplies, if needed
- Backups: extra charger for cell phone, spare set of house and car keys, extra eyeglasses
- Cash or traveler's checks
- Pens and paper
- Cleaning supplies: garbage bags, chlorine bleach to use as disinfectant (dilute one part bleach to nine parts water)
- Whistle to signal for help

First Aid Kit

Medical supplies should be easily accessible in your emergency kit.

- Reference book (such as First Aid Fast from the American Red Cross)
- Sterile gloves
- Soap and antibiotic towelettes
- Antibiotic ointment
- Burn ointment
- Adhesive bandages in several sizes
- Sterile gauze pads and wraps
- Scissors
- Tweezers
- Eye wash solution
- Thermometer
- Over-the-counter medicines, such as pain relievers, antacids and children's formulas
- Prescriptions (if your pharmacy will not provide an extra supply, pack a list of your family's medicines and dosages, along with doctor and pharmacy info)

As a member of ASPA, you are eligible for a discount on your auto, homeowners and renters insurance through the convenience of electronic fund transfer or direct billing at home with Liberty Mutual's Group Savings Plus® program. For a consultative review of your insurance needs, please call (800) 524-9400.

ASPA in Brief

Show Your Commitment To Public Service, Give an ASPA Membership!

As we approach that time of year when gift giving is on your mind, why not give an ASPA membership! An ASPA membership is the best way to tell a colleague, new professional, or student how important their professional future is in the field of Public Service. So why not give the gift that keeps on giving...12 months a year? For only \$75 (students \$50) they'll receive a year's worth of *Public Administration Review (PAR)*, *PA TIMES* (both online and hard copies), a local chapter membership where networking and volunteer opportunities are available, plus many more benefits! Visit our website at www.aspanet.org today and be a part of the change in our society!

ASPA Term Life Insurance Opportunities

When was the last time you reviewed your life insurance needs? Life Insurance is not something you buy once and forget about. Your life insurance needs change throughout your lifetime.

Major life events such as getting married, buying a home, starting a family and planning for retirement are a good time to reassess your life insurance needs, and if necessary, upgrade your coverage. Keep in mind that some experts recommend that you have as much as ten times your annual income in life insurance protection.

In the event of your death, proceeds from life insurance could be used to help:

- Pay mortgages and other debts
- Fund your children's college education
- Replace income lost if you are not there to provide for your family
- Pay expenses likely incurred at the time of your death, including taxes, legal fees and funeral costs.

Term Life Insurance is designed to help safeguard your family's financial future with significant life insurance protection at an affordable cost. To learn more about this valuable product—including plan features, costs, eligibility, renewability, limitations, exclusions and underwriting companies—and to access product application forms click the link on ASPA's website www.aspanet.org.

Benefit Extended for ASPA Members

ASPA members have been receiving complimentary electronic copies of *The Public Manager*—a quarterly journal for practitioners that is dedicated to encouraging professionalism and high performance at all levels of government. The response to this new benefit has been tremendous! We are pleased to announce that your electronic subscription has been extended.

Please remember that if you would like to continue receiving an electronic copy of *The Public Manager* for free, you need to remain a member of ASPA.

Also, your latest free issue of *The Public Manager* is now available. Visit www.aspanet.org and log on to the ASPA website to download it in PDF format.

Online Benefits Available!

Why wait until your benefits arrive in the mail? Access recent issues of *Public Administration Review (PAR)* and *PA TIMES* online.

To access your online publications, visit the ASPA website at www.aspanet.org. You will

need your ASPA login information, if you are unsure of your user login and password, contact Patricia Yearwood at pyearwood@aspanet.org or Jeannie Jeffries jjeffries@aspanet.org or (202) 585-4310.

ASPA Chapter In Compliance-Reporting Forms Required

Each year, ASPA provides a rebate check to chapters in compliance based on their total membership. Chapters are deemed to be in compliance if they have submitted their list of current officers, their annual financial statement and all officers are current members of ASPA.

Contact Patricia Yearwood with questions, pyearwood@aspanet.org or 202-585-4309.

Access to Research

ASPA members can access dozens of papers presented at the 2010 Annual Conference in San José. To access an archive of more than 150 papers visit the "Communities" section of ASPA's website, www.aspanet.org.

If you have an announcement for ASPA in Brief, contact Christine McCrehin at cjewett@aspanet.org.

Chapter News

Empire State Capital Area Chapter Honors Public Servants and Students

From **EMPIRE STATE CHAPTER**, pg. 17

dition of exemplary public service and a commitment to the citizens they serve.

The recipients of the Empire State Capital Area Chapter's 2010 ASPA Awards included Karen Carpenter-Palumbo, Caroline J. Downey and Jeffrey W. Nesich.

The Alfred E. Smith Award, presented in recognition of outstanding individual achievement was presented to Karen Carpenter-Palumbo, commissioner of the New York State Office of Alcoholism and Substance Abuse Services (OASAS). Commissioner Carpenter-Palumbo has led OASAS since 2007 and was nominated by Peggy Bonneau, director of health and wellness at OASAS.

The Charles Evans Hughes Award, presented in recognition of outstanding individual service over an extended period of time, was presented to Caroline J. Downey, general counsel for the New York State Division of Human Rights. She has been at the NYS Division of Human Rights, in various capacities, since 1981 and was nominated



The recipients of the Empire State Capital Area Chapter's 2010 ASPA Awards with Chapter President Michael Christakis (far left) and Awards Committee Chair Brian Cechnicki (far right) included (from left to right) Jeffrey W. Nesich, Caroline J. Downey and Karen Carpenter-Palumbo.

by Commissioner Galen Kirkland.

The Frank C. Moore Award, presented in recognition of outstanding individual service in local government, was presented to Jeffrey W. Nesich, deputy mayor of the Village of Valley Falls. Nesich has served as deputy mayor and chief financial officer for the Village of Valley Falls since 1989. He was nom-

inated by Melissa Perrotty McLaughlin, a colleague at the New York State Division of Parole, where Nesich has worked since 1998.

Additionally, the Empire State Capital Area Chapter, together with the Nelson A. Rockefeller College of Public Affairs & Policy, honoring 13 students as inductees into Pi Alpha Alpha, the honor society recognizing excel-

lence in the study and practice of public affairs and administration as part of this year's ASPA Annual Awards program and reception.

This year's Pi Alpha Alpha inductees included: Carmen Brick, Sehoon Cha, Jason T. Cozza, Catherine Susanne Kramer, Julia M. Lee, Yeong Jo Lim, Henrik Metzclaff, Nam Gie Park, YounJin Park, Chantal Michele Pinard, Anna Raup-Kounovsky, Heather Senecal and Rebecca E. Slaughter.

Carmen Brick was recognized by the Chapter as the inaugural recipient of the ESCAC Pi Alpha Alpha scholarship for having the highest grade point average among all inductees. Carmen's membership to Pi Alpha Alpha as well as a one-year membership to ASPA will be covered by the Chapter.

In addition, as part of this year's Annual Awards program and reception, the Empire State Capital Area Chapter presented a special panel presentation, "Does New York State Need a Constitutional Convention?" featuring Gerald Benjamin (SUNY New Paltz), Bob Ward (Rockefeller Institute of Government) and Michael Hutter (Albany Law School).

ABFM

Join us in Omaha in October!

The 22nd annual conference of the Association for Budgeting and Financial Management will be held October 7-9, 2010 at the Embassy Suites Old Market in Omaha, Nebraska.

Public organizations around the world are struggling with the current fiscal crisis. How are governments reacting, and what are the long-term implications of the responses? In what ways can financial management be improved to aid in restoring fiscal health?

Leading experts in public budgeting and finance will discuss these questions, as well as other current topics. Presenters will include practitioners from all levels of government and academics from the U.S. as well as other countries. This is an excellent opportunity to share experiences and learn about the latest research and best practices.

Registration and additional information is available at
WWW.ABFM.ORG



Proposal Deadline
April 30th, 2010

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www.secopa2010.org

Contact Dr. Tom Barth, Conference Chair
910-465-0239; bartht@uncw.edu

Chapter News

Evergreen Chapter Welcomes Scholars from Afghanistan

Mary Van Verst

This summer members of the Evergreen Chapter welcomed a group of fourteen public managers from Afghanistan who are Masters students in a joint program between Kabul University and Washington State University (WSU). Prior to arriving on June 7 in Pullman, Washington, these students completed ten months of graduate coursework at Kabul University and identified thesis topics related to policies in their agencies.

The Afghans participating in the Masters in Public Policy and Administration (MPPA) Study Aboard Program are employed in mid-level management positions at: Ministry of Public Health, Ministry of Public Works, Ministry of Agriculture, Ministry of Education, Ministry of Communications and Information Technology, Ministry of Information and Culture, The Presidential Office and the US Army Corps of Engineers.

At WSU the scholars participated in courses such as Leadership and strategic Management, Policy Analysis, International Rela-



Afghan scholars and faculty from Washington State University pose after a visit to the Nisqually Valley National Wildlife Refuge.

tions, and a research seminar to facilitate their writing progress. Key faculty included Colleen Taugher, Andrew Appleton, and Michael Gaffney.

WSU Western Washington Project Manager and Evergreen Chapter member, Christina

Sanders, worked with members of the Evergreen Chapter Board of Directors to design a capstone experience for the students before they returned to Kabul on July 30. A series of meetings and visits were arranged in and near Olympia, Washington's capitol.

The first visit, en route to Olympia from Seattle on Monday, July 26, was the Nisqually Valley Wildlife Refuge. Mary Van Verst welcomed the group, and provided an introduction to the national service program, AmeriCorps. She introduced staff of the Washington Conservation Corps who serve at the Refuge in environmental education and restoration capacities. After a discussion, the AmeriCorps members led the group of students and faculty on a short hike into the Refuge through beautifully shaded woods.

After lunch the group visited Heritage Park in Olympia and participated in a discussion on land use issues. Some of the area adjacent to Capitol Lake continues to be a controversial spot with regard to how and whether it should be developed. Carrie Hornbein, Sr. City Planner presented one side of the issues

and invited former Olympia Mayor, Bob Jordan to present the opposing opinion. The conversation was intriguing, since for the most part, our guests believed that development is something positive.

Tuesday morning the group attended a well-thought out series of presentations by city officials. Board member, Dorian Waller, helped to organize this meeting, which took place at the Olympia City Fire Hall. Our guests, mostly male, were almost as impressed with the fire equipment and vehicles as they were with the discussion. The group then spent some time at a small food bank in Tenino.

On Tuesday afternoon, our guests met with the Secretary of the Department of Health, Mary Selecky. Following that, the group re-assembled at the Washington Association of Sheriffs and Police Chiefs where a presentation was given by Dawn Larsen about the evolution of domestic violence laws and programs to protect women in Washington State. The group engaged in a lively discussion on the topic of women and violence, the subject of one female student's thesis.

Wednesday's events included a visit with Lt. Governor Brad Owen, a tour of the Washington State Capitol Building and the Temple of Justice. The south Puget Sound Intertribal Planning Agency provided a wonderful lunch, presentation and tour.

The program is part of the WSU Afghan eQuality Alliances (AeQA) Project funded by USAID. Stakeholders of the programs work together toward building sustainable capacity in Afghanistan's higher education institutions by providing equal access to quality education and e-education resources.

ASPA Member Mary Van Verst is program development and evaluation coordinator for the Washington Commission for National & Community Service. Email: Mary.Van-Verst@ofm.wa.gov



Long Term Care Insurance allows your family to care "about" you –not care "for" you

Developing a long-term care planning strategy is vital to protecting your assets, retirement savings, and income in the future, should the need for long-term care arise.

ASPA offers members a Long-Term Care (LTC) insurance program featuring numerous choices applicable to all budgets, with special group discount rates exclusive to ASPA members. Long-term care insurance will allow you to remain independent of government assistance and reliance on loved ones to provide for your care.

Investing in a long-term care policy provides for access to quality care in a home setting, assisted living facility, or nursing home. Family members will face less of an emotional and financial burden with the benefits and resources provided by the policy, and your assets will be preserved to support a surviving spouse, leave to heirs, or a favorite charity.

You can learn more about this program by requesting a no-obligation "Long-Term Care Insurance Planning Kit" from Selman & Company, ASPA's member insurance plan administrator. Call 1-800-556-7614, or visit www.aspanet.org, click 'Membership' then 'Membership Benefits' and scroll down the page to 'ASPA Insurance Programs'.

ASPA - 0710NL



Moore Elected President of NCSL

Members of the National Conference of State Legislatures (NCSL) unanimously elected Massachusetts State Sen. Richard T. Moore, D-Uxbridge, to be president of the organization. Moore, who has served as president-elect for the past year, becomes NCSL's 38th president for the 2010-2011 term.

"Being chosen by my peers, who are all legislative leaders from across the nation, to lead this prestigious national organization and represent state concerns in the highest councils of our American government, is an honor not only for me, but for the people who have, with great regularity, chosen me to serve as their state senator. It is also a special honor for the Commonwealth of Massachusetts," Sen. Moore stated.

Public Administration Review Develops Series of Articles

Titled “Foundations of Public Administration,” the Series Reminds that Intellectual Work Can be Useful

James Heichelbech

The Foundations of Public Administration (FPA) series being developed by the *Public Administration Review (PAR)* has revealed an important truth not just about the relationship between theory and practice, but about the common ground we share across scholarship and practice. We all look for interesting intellectual challenges, and for ways to get the job done and maximize our potential. The *PAR* FPA series reminds us that intellectual work can be useful.

The FPA series consists of articles, references and sample syllabi provided by experts in 20 topic areas. For each topic, an overview article, a list of references and a sample syllabus are provided. The series has several aspirations:

- A way of organizing literature around foundational topics.
- A path to the vast resources available with *PAR* and the rest of the literature.
- An effort to continue harnessing the power of internet technology.

Organizing the Literature

In many ways, we are experiencing a golden age in the study of public administration—there is so much knowledge and so much that we can do with that knowledge. Yet, with so much, it can be difficult to organize, focus



and “operationalize.” Despite the rumor that younger generations sort and prioritize oceans of information as easily as they breathe, it is quite obvious to anyone spending time in a classroom, or a boardroom for that matter, that more can often be less. The FPA series attempts to organize the best and most relevant literature in ways that will be useful to faculty, students and practitioners.

The Path to Vast Resources

One of the inspirations for the *PAR* FPA series was the need make sure that the public administration community understood that ASPA members have the entire history of *PAR* content available at their fingertips.

However, simply saying that so much is at our fingertips does little to improve our lives—we need to see how the information we need and want is at our fingertips. The contributions to the *PAR* FPA series tell us what we can find in *PAR*, so that we login to the ASPA site and connect to the online *PAR* content not with some vague notion of something valuable to be discovered eventually, but with a mission to locate and use specific articles for specific purposes.

Harnessing the Power of Internet Technology

Internet technology has transformed the way we learn and behave. However, it is somewhat inaccurate to say that what was once available in print is now available electronically—most of what we have available to us now would never have been possible 60 years ago, and the “us” would never have included the depth and diversity that we now take for granted. Harnessing the power of Internet technology requires more than simply creating an electronic version of what we used to do in hardcopy—it means doing new things in ways we might not have even imagined before.

While we certainly cannot ignore the value of traditional academic journal content, whether print or electronic, the explosion of learning and content really requires strategies for allowing expertise to guide learning. The *PAR*

FPA series allows a less formal, more direct effort on the part of experts in foundational topics of public administration to guide the rest of us as we sort through the ocean of material. However, we also now realize that the power of Internet technology stems from a new potential for dynamic interaction—while a traditional academic format produces a final product, the *PAR* FPA series leaves room for growth and improvement.

There are currently 10 completed *PAR* FPA contributions, with the remaining 10 contributions scheduled for completion by the end of 2010. We want to encourage the public administration community to visit the FPA web page, take a look at the articles, references and sample syllabi, and then provide feedback. We would like to know what you think about the series, about the list of topics and about the particular content provided for each of the topics.

For instructors, have you found the materials useful? Do you have additional suggestions? For students, have the materials added to your learning experience? For practitioners, how do these materials help you? Are there ways to make the FPA series more useful?

Please do not hesitate to send comments directly to the *PAR* Web Content Coordinator James Heichelbech, at jheichelbech@mindspring.com.

Newman Plans to Keep ASPA on the Move

From NEWMAN, pg. 18

Consistent with this perspective, we are proposing a joint collaborative initiative with ASPA’s South Florida Chapter to co-sponsor a symposium in the spring for the purpose of constructing a public policy and public administration infrastructure for a reconstructed Haiti. We have an opportunity and obligation to provide leadership in an area where ASPA has considerable expertise and experience. Chapter President Glenn Joseph has taken the lead in this endeavor in close collaboration with ASPA’s International Director Allan Rosenbaum. As Allan notes:

“Among [the longer term issues for Haiti] are the development of a governmental system that is responsive, accountable and effective in the delivery of not just emergency services, but the routine services that Haiti’s citizens will want, need and deserve as the reconstruction process moves further along... The goal of this [symposium] will be to develop a [framework for a] practical set of proposals and recommendations for

the establishment of a decentralized, responsive, accountable and efficient system of regional and/or local governance for the Republic of Haiti.”

Much of our work in public service (whether we are in an academic and/or applied setting) goes unheralded. Whether we are working within a context of public trust or cynicism, we are called upon to deliver public goods and services—practitioners to citizens in need, academics to our students, pracademics to both.

As I said during the officer installation in San José, please join me in working energetically towards ASPA without borders—whether those borders are between practitioners and academics, within our country (federal, state and local “borders”), or outside our country (ASPA’s relationships with our counterparts internationally)—and in advancing our expanding relationship networks and the state of our field. These include attention to the human processes of governance, a point that Camilla Stivers persuasively raised during the Third Minnowbrook Conference hosted by Syracuse University last fall.

We will celebrate our profession in Baltimore during our next annual conference March 11-15, 2011, the theme of which is “Public Administration Without Borders,” under the conference program direction of Maria Aristigueta and Geert Bouckhaert. I am committed to working collaboratively with each of you to advance ASPA’s mission; to strengthen our practitioner, academic, pracademic and student relationships; and extend ASPA’s reach, visibility and relevance nationally and internationally.

The upcoming NCoPA conference represents an important new initiative within the United States. Similarly, our recent joint membership in the international associations of IAS and IASIA facilitates our dialogue with our global colleagues. With our ongoing engagement with local, regional, national and international members and partners, we can ensure that ASPA remains on the move.

ASPA member Meredith Newman is the Society’s president and a professor and director of the department of public administration at Florida International University. Email: mnewman@aspanet.org

**ASPA members:
Check out PAR online**

www.aspanet.org

Obituaries

Norman O. Davis, 84

Norman O. Davis, who used a city job for which no experience or education was necessary as a springboard to a career as a union activist, job trainer and educator, died July 8 at age 84. Less than a week earlier, despite still feeling the effects of recent heart tests, he had attended the convention of the American Federation of State, County and Municipal Employees in Boston.

Bernard H. Ross

Bernard H. Ross, professor emeritus, of Bethesda, MD, passed away on July 31, 2010. He will be dearly missed by his loving, devoted wife: Marlene; his three wonderful children, Jeffrey (Mary) Ross, Joanne (Sean) Coleman, Carolyn Ross (Michael) McKinney; his seven grandchildren: Michael, Nicole, Emma, Andrew, Madison, Alexander, and Wyatt—who he loved with all his heart; his colleagues and friends, and thousands of students whose lives he influenced. Ross served as a professor of government and public administration for 38 years, including 14 years as department chair, at American University.

Frank Sackton, 97

Former Army Lt. Gen. Frank Sackton, founding dean of ASU's College of Public Programs, played a vital role in the success of thousands of leaders ranging from Gen. Douglas MacArthur to many of today's best public servants.

Sackton started his career at ASU in 1976. He was, most recently, a professor emeritus in ASU's School of Public Affairs where he taught through the fall 2009 semester. During his 40-year military career, Sackton led a battalion of 550 men in the Pacific during World War II. He was secretary to Gen. Douglas MacArthur during the reconstruction of Japan after the war.

"Frank lived many lives—an officer, a scholar, and a gentleman, as the plaque in the School of Public Affairs' Sackton Room says—but for those of us in the School, he will be remembered as a friend, a mentor and a teacher," said Robert Denhardt, director of the ASU School of Public Affairs, Regents' Professor and Lincoln Professor of Leadership and Ethics at ASU.—Corey Schubert

The PA TIMES would like to honor our members who have passed on. Please submit obituaries/links to obituaries for ASPA members to cjewett@aspaent.org.

Warren M. Barclay, 58 ASPA and AGA Leader

When a gracious, generous, caring and inspirational leader passes, a deep loss and emptiness is felt across many boundaries. On July 8, 2010, Warren M. Barclay died but his contributions to public service will live on in the agencies he served and in the memories of his colleagues and friends.

Arthur Finkle a respected mediator and professor of public administration hired Warren shortly after he graduated from Syracuse University Maxwell Graduate School. Finkle noted that "Not only did Warren accomplish what was expected, but he thought outside the box. He gave insights that were extraordinary. And would not covet credit—an attestation to his humility... Warren personified a "mensch"—a person who gives of himself. In Warren's case, he gave beyond the call of duty."

As word of Warren's serious illness spread, his colleagues talked among themselves of Warren's consistent and steadfast support of public administration. Warren was knowledgeable, thoughtful and consistently generous with his time to support public administration activities. He was a model professional for those who knew him. His support of public administration—day in and day out—was an inspiration to those who worked throughout State government.

A past Public Administrator of the Year, Warren personified the ideal of a professional administrator. He was a person who gave reason to the public that they should have confidence in government because the public work was being done with integrity and professionalism by good and decent folks—like Warren.

Warren was a past president, treasurer, secretary and council member of the New Jersey Chapter of ASPA. He truly was the heart and soul of NJASPA. He was active in ASPA at the state, regional and national levels.

He was dedicated to bringing new professionals into his beloved field of public administration and that is why he co-authored an article in the *Public Administration Review* about intern programs in government. He considered being published in the *Public Administration Review (PAR)* a distinct honor because for more than six decades *PAR* has been the premier journal in the field of public administration research, theory.

Warren also was a board member of the New Jersey Chapter of the International Public Management for Human Resources and a notary public. He was a very active member of the Association of Government Accountants' New Jersey Chapter and he helped all those organizations to work together to improve the efficiency and effectiveness of

In Memory

government. Warren was a history buff and a Life Member of the Old Barracks Museum Association. Any conversation with Warren was laced with historical references.

In recent weeks, his friends marveled that when they visited him, he never lost his sense of humor and he never failed to ask how they and their family were doing—even to the end—Warren was asking and caring about others.

Warren will be missed. On the other hand, his friends and colleagues feel privileged to have shared part of his life. No, we were not privileged—we were blessed!

The Tex (McClain) I knew

The passing away of Tex is a loss on several levels. On the personal level I would be working on my grief seeking the shoulder of close mutual friends with whom we both shared many hours on committees and other formal and informal forms dealing with ASPA affairs. Here, I would like to address the loss of a person I consider to be the epitome of a public servant. Indeed, Tex was an outstanding role model who lead ASPA and his many subordinates in government by setting an example in the way he conducted his professional career and private life. Tex liked to tell stories in order to drive a point across and I would attempt to use the same strategy for highlighting three important issues from his rich legacy.

The rules cannot be bent just because we are friends. On a rainy day Ms. H. who was a long time confidant of Tex was returning from her lunch break. As she entered the building she saw her boss and close friend of many years, the Under-Secretary of State looking at his watch. As she got closer to him Tex muttered "H. it is almost five minutes past your lunch break." For Tex the rules were in place to be followed by all to the letter. Friendship was not enough of an excuse to bend them even once. H. could say nothing as she knew that Tex was as particular about keeping office hours when it came to other employees. This was not a blind obsession with rules and regulation. Rather, it was deep understanding and concern that things would not only be done right but also appear to be so.

Fiduciary responsibility: showing more prudence when it come to spending the public's resources than one's private monies. I arrived in San Antonio for the ASPA conference rather early and checked in. After getting settled I went down to the lobby to wait for Tex. Tex arrived while I was visiting with the late Bill Collins. He requested that we both come with him to his room because he knew there is a coffee/tea maker and would be less expensive than getting one at the lobby. We went up to the presidential suite while ASPA President McLain and former ASPA President Collins were agreeing with each other

that getting a nice room for the conference was enough. Having the hotel's presidential suite, they agreed, was over the top... The view of the Alamo from the suite was spectacular. All over there were flowers and a huge fruit basket with a note. Tex read the note to us and got red in the face. The note said "Welcome President McLain, The ASPA Staff." He turned to Bill and at the top of his voice exclaimed "They did not pay for all of these flowers and fruit out of their own pockets, they cannot be generous like that with ASPA monies." Bill Collins was in agreement. Tex was remarkably upset about the careless use of ASPA resources... He noted to me, "all J. (former ASPA administrator) can do is yes me to death."

Not letting personal feelings get in the way. After getting the word that he was elected Vice President of ASPA Tex asked for the names and contact information of all the future members of the National Council that have been elected with him. He called the elected members to congratulate them but more important to find out what they would like to do as members of his team. Calling one prospective Council member he asked what committee you want to serve on so you are ready to chair it when the times comes. The response he got was something very unexpected. As he told me it was something like "what is it to you..." I was already on Council. Since Tex asked me to serve as the Chair of Publication Committee I have attended his first team (Cabinet) meeting. Tex went around the table asking each member what plans or ideas they had for the committee they would end up chairing. That newly elected member of the National Council opened up and responded to his question. After hours I asked Tex why did he bother to ask that person to join his inner circle or as I put it to him "why exasperate a complicate task by having disagreeable individuals on board." His position was very simple. That disagreeable person was elected and represent a region of ASPA. Those that elected that person may not know the side he saw but probably saw other sides, talents or skill he must tap for the benefit of our professional society. Tex went on to say that he may not ask that person to join him for happy hour but he cannot let his personal feeling get in the way of mobilizing for ASPA all the talent skills and membership support he can get.

There are many other stories I can tell about Tex coming through every time as a man of principals, integrity, honorable pragmatism and compassion for all creatures. This with a great sense of humor and unique ability to see the positive and light side of problems made him an invaluable asset to ASPA. I would cherish his memory as, I am sure, would be all the others who were fortunate to know him.—Arie Halachmi

CAREER CENTER

Report Finds Applicant Assessment is Weakest Link in Federal Government's Problematic Hiring Chain

Washington, DC—Ineffective assessment of job applicants is undermining the federal government's ability to identify and hire the best possible candidates, according to a report released today by the nonprofit Partnership for Public Service.

"The Weakest Link: How Strengthening Assessment Leads to Better Federal Hiring," sponsored by PDRI, examines the state of federal applicant assessment, identifies the obstacles faced by HR staffs and hiring managers in carrying out this crucial part of the hiring process, and offers recommendations for improvement. Good assessment of job applicants can help hiring managers select the right candidates, those who will be the most successful in the job.

"Effective assessment is the linchpin of federal hiring," said Max Stier, president and CEO of the Partnership for Public Service. "When implementing the federal hiring reforms in November, the key challenge for

agencies will be creating a balanced assessment process—one that truly puts emphasis on both speed and quality."

According to the report, there are five key barriers that impede the federal government's ability to identify and hire skilled, capable and dedicated employees. They include:

- Key players in the federal hiring process—hiring managers, human resources professionals, agency leaders and the Office of Personnel Management (OPM)—often do not work collaboratively to assess job candidates;
- HR staffs frequently have limited resources, competencies and training needed to assist and guide hiring managers with their assessment of job applicants;
- Agencies view assessment too narrowly and miss out on good candidates;
- Flawed IT systems hinder assessment and hiring; and

• Agencies don't have reliable and useful data to indicate if their assessments are working.

One of the report's key recommendations is to have HR specialists and hiring managers work together more effectively to assess the qualifications of job applicants. The report also notes that senior agency leaders and not just the heads of HR must elevate the importance of assessment in the hiring process. To do so, agencies must invest sufficient staff time and resources and bring on new skilled HR staff who can guide and support hiring managers through the assessment process.

The Weakest Link report comes as the Obama administration prepares to revamp the cumbersome federal hiring process. The administration has pledged to make the process more applicant-friendly, to improve the speed and quality of hiring and to more fully involve managers and supervisors in hiring decisions.

The report is based on a thorough review of assessment research practices in the federal government and a series of detailed conversations, both in focus groups and interviews, with thought leaders and practitioners involved in federal hiring, including human resources professionals, hiring managers, labor union representatives and present and past OPM officials.

The Partnership for Public Service is a non-partisan, nonprofit organization that works to revitalize the federal government by inspiring a new generation to serve and by transforming the way government works.

To download a copy of the report, go to ourpublicservice.org.

FYI

The Oracle Education Foundation Invites Students and Teachers to Join ThinkQuest International Competition 2011

Redwood Shores, CA—The ThinkQuest International Competition 2011, sponsored by the Oracle Education Foundation (OEF), is now open to teams of students worldwide.

The competition challenges students, up to age 22, to solve a real-world problem by applying their critical thinking, communication, and technology skills.

This year, OEF has introduced some exciting changes that will capture the creative spirit of even more students than before. The introduction of two new events considerably broadens the choice of technologies students may use to create their entries. Moreover, the emphasis on problem-solving serves to inspire participants to tackle real-world challenges and produce solutions that benefit others.

Participants may enroll in three events: ThinkQuest Projects, Digital Media and Application Development.

In the ThinkQuest Projects event, partici-

pants will use ThinkQuest Projects, a hosted environment where students produce web-based learning projects, to create their entry.

In the Digital Media event, participants will use digital media tools to produce a blog/journal, website, animation, public service announcement, photo essay, video, or some combination of these items.

In the Application Development event, participants will develop a web-based application or game using their choice of programming language from a select list.

Teams have eight months to develop and submit their entries by the April 27, 2011 deadline. Professional educators from around the world will judge all entries.

Qualifying entries will be published in the ThinkQuest Library, the world's largest online repository of student-developed learning projects that is visited by millions of learners each month.

Prizes include laptop computers, a trip to ThinkQuest Live, hosted in the San Francisco Bay Area and monetary grants for the coach's school, or organization.

Full details of the ThinkQuest International Competition 2011 are available at <http://www.thinkquest.org/competition>.

University of Nebraska Public Administration, Urban Studies Programs Now Available at Online Worldwide

Melissa Lee

For people who want to make a difference through service in their communities, nationally recognized University of Nebraska programs in public administration and urban studies are now available at a new Web platform called Online Worldwide.

Online Worldwide—www.nebraska.edu/online—is a University of Nebraska initiative to market all its distance education programs together in order to better serve the growing market for online learning. Online Worldwide offers more than 80 accredited bachelor's and advanced degree programs, certificates and endorsements and more than 1,000 courses in a variety of fields.

For a full list of programs, or to apply or find more information, visit www.nebraska.edu/online.

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.

CAREER CENTER

Job Growth in U.S. Driven Entirely by Startups

Kansas City, MO—When it comes to U.S. job growth, startup companies aren't everything. They're the only thing. It's well understood that existing companies of all sizes constantly create—and destroy—jobs. Conventional wisdom, then, might suppose that annual net job gain is positive at these companies. A study released by the Ewing Marion Kauffman Foundation, however, shows that this rarely is the case. In fact, net job

growth occurs in the U.S. economy only through startup firms.

The study, "The Importance of Startups in Job Creation and Job Destruction," bases its findings on the Business Dynamics Statistics, a U.S. government dataset compiled by the U.S. Census Bureau. The BDS series tracks the annual number of new businesses (startups and new locations) from 1977 to 2005, and defines startups as firms younger than one year old.

The study reveals that, both on average and for all but seven years between 1977 and 2005, existing firms are net job destroyers, losing 1 million jobs net combined per year. By contrast, in their first year, new firms add an average of 3 million jobs.

Further, the study shows, job growth patterns at both startups and existing firms are pro-cyclical, although existing firms have much more cyclical variance. Most notably, during recessionary years, job creation at startups remains stable, while net job losses at existing firms are highly sensitive to the business cycle.

"These findings imply that America should be thinking differently about the standard employment policy paradigm," said Robert E. Litan, vice president of Research and Policy at the Kauffman Foundation. "Policy-makers tend to focus on changes in the national or state unemployment rate, or on layoffs by existing companies. But the data from this report suggest that growth would be best boosted by supporting startup firms."

Because startups that develop organically are almost solely the drivers of job growth, job-creation policies aimed at luring larger, established employers will inevitably fail, said the study's author, Tim Kane, Kauffman Foundation senior fellow in Research and Policy. Such city and state policies are doomed not only because they are zero-sum, but because they are based in unrealistic employment growth models.

And it's not just net job creation that startups dominate. While older firms lose more jobs than they create, those gross flows decline as firms age. On average, one-year-old firms create nearly one million jobs, while ten-year-old firms generate 300,000. The notion that firms bulk up as they age is, in the aggregate, not supported by data.

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THE UN-COMFORT ZONE, *a column by Robert Wilson*

The Magic of Commitment is no Mystery

Robert Wilson

"Who wants to be chairperson of the Fundraising Committee?" asked the president.

The room became very quiet, and as I glanced around the table, I saw a dozen perfect poker faces. No one wanted this responsibility. No one was going to commit.

After a moment the President continued, "This is our most important committee, without funding we cannot put on our program to teach leadership skills to high school students."

It was my first year on the executive committee of the Georgia chapter of the Hugh O'Brian Youth Foundation (HOBY). I had no idea how they had previously raised the \$50,000 a year that was necessary to operate. As an advertising consultant, I'd helped raise millions of dollars for several national non-profits with direct mail advertising. So, I thought, "How hard can this be?"

I raised my hand and said, "I'll do it." A collective sigh issued from the group and several congratulated me on accepting such a big responsibility. I basked in the accolades and beamed an appreciative smile back to everyone.

It didn't take but a few days before I was lamenting, "What the heck was I thinking?"

I learned that my predecessors had solicited most of the money in a handful of big donations from a small group of donors. Unfor-

tunately, those donors were feeling tapped out, and were no longer willing give. I couldn't back out of the job - I'd made a commitment! All I needed was a Plan B.

I quickly got on the phone and starting telling everyone I knew what I was trying to accomplish. Someone suggested that I apply for grants from the charitable foundations of large corporations. Three dozen applications later, I had nothing to show for my hours of work. I now needed a Plan C.

When I volunteered, I had a vague notion that I would simply raise all that money with a direct mail campaign. The campaigns I'd worked on in the past had megabudgets in the hundreds of thousands of dollars and major advertising agencies involved. I had no budget and only five or six volunteers to help out. Even if I had a budget, I didn't know to whom I should send my direct mail solicitations. I knew from experience that retirees are among the best donors, but purchasing a list of generous givers was expensive!

About that time a fellow in the concession business who I worked with when I was president of my neighborhood association, called me to see if I knew any groups that could operate a beer stand at an annual weekend-long outdoor rock concert. I said, "Do I ever!"

We raised \$10,000 in three days. We did such a good job, we were asked to come back every year. It was a big job that required more people than we had, so we recruited help from outside of the organization.

That turned out to be easy because the people who volunteered got into the concert free for that day. Many of them had so much fun, they volunteered to help put on the youth leadership seminars for which HOBY is known. As an unexpected side benefit, it became our best vehicle for recruiting volunteers for the next several years.

I still had \$40,000 to raise. I learned from one old-timer that in years past HOBY received donations from the Kiwanis clubs. I called a friend who was a member. He told me that HOBY was on the Kiwanis International approved list of charities. This was huge! It meant we already had a foot in the door. He then helped me acquire a mailing list of all the clubs in the state.

I now had what I needed for a direct mail campaign. I wrote to every club and asked them to sponsor one child from each high school in their area. I then set up a phone bank of volunteers to call the clubs and ask them directly for a donation. We raised more than we needed! Best of all, we now had two programs in place for raising funds year after year.

I have found over the years that when you commit to a project whether it is starting a business, a new relationship or learning a new skill, opportunities arise that you ordinarily would not have noticed.

William Hutchinson Murray, from his 1951 book entitled *The Scottish Himalayan Expedition* says it best, "Until one is committed, there is hesitancy, the chance to draw back. Concerning all acts of initiative (and cre-

ation), there is one elementary truth, the ignorance of which kills countless ideas and splendid plans: that the moment one definitely commits oneself, then Providence moves too. All sorts of things occur to help one that would never otherwise have occurred. A whole stream of events issues from the decision, raising in one's favor all manner of unforeseen incidents and meetings and material assistance, which no man could have dreamed would have come his way."

I've always called this Initiating the Discovery Process because when you combine your commitment and your powerful desire to solve a problem or satisfy a particular need, your subconscious mind will work on it 24/7.

To understand how this works, think of the last time you were in the market for a new car. After shopping the market, you selected a particular make and model. Up until that time you hardly ever noticed that car on the road, but now that you have committed to it—suddenly you see them everywhere! Opportunities present themselves in the same way.

Commitment has a way of creating its own motivation. Go for it—and see what comes your way!

Robert Evans Wilson, Jr. is a motivational speaker and humorist. He works with companies that want to be more competitive and with people who want to think like innovators. For more information on Robert's programs please visit www.jumpstart-ourmeeting.com.

The Recruiter

WHERE EMPLOYERS AND JOB SEEKERS MEET

UNIVERSITY POSITIONS

Assistant Professor of Political Science Political Science Department Master of Public Administration Program The University of Houston

The Department of Political Science and the MPA Program invite applications for a tenure-track faculty position at the assistant professor level in the field of public administration. Research and teaching expectations are in line with the demands of a research university.

Basic Qualifications: Doctorate in political science or related field with a concentration in public administration and a commitment to public service. Candidates with time in grade should show evidence of strong teaching and scholarship. Must be willing and capable of assisting with MPA Program internships, supervising MPA student capstone projects, and grading MPA comprehensive exams.

Preferred Qualifications: Research and teaching interests in policy analysis/evaluation, political economy and microeconomic approaches to analysis, quantitative methods, and public finance are desirable. Candidates should be able to teach one or more of the following courses:

- Fundamentals of Policy Analysis
- Public Finance
- Quantitative Methods for Policy Research and Evaluation

Background: With the campus situated only a mile or two from downtown Houston, the nation's fourth-largest city, the University of Houston MPA program is appropriately metropolitan driven. Its underlying theme is the complexity created by overlapping units of government which influences everything that governments and non-profits in the metropolitan area do. Its electives focus on issues of interest in major metropolitan areas – managing in complex local governance environments, and addressing such policy issues as healthcare, the environment, immigration, energy, and transportation.

Application Process: The expected starting date for this position is August 1, 2011. The search committee will begin reviewing applications in mid-September and continue until the position is filled. Full submissions should include the following: curriculum vitae, a cover letter describing interest in the position, three reference letters, and a sample of written work. Send the full submission materials to Chair, Public Administration Search Committee, Department of Political Science, University of Houston, Texas, 77204-3011. The University of Houston is an Equal Opportunity/Affirmative Action Employer. Minorities, women, veterans, and persons with disabilities are encouraged to apply.

Tenured Associate Professor 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 Associate Professor in Public Administration position beginning Fall 2011 (pending budget approval).

Required qualifications: a Ph.D. in Public Administration, Public Policy, Political Science, Economics, Urban Planning or a related discipline. Candidates must have an established research agenda, strong publication records, and demonstrate excellence in research, teaching, and service. Advanced Assistant Professors with publication, teaching, and service records compatible with a tenured position may be considered for an appointment at the Associate Professor level.

Preferred qualifications: candidates able to teach courses in public budgeting and finance, economics, program evaluation and research methods 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. Candidates 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 certificate in Nonprofit Management, a collaborative master's degree in Urban Planning with the College of Architecture, and a Bachelor in Public Administration (BPA) degree (to start in Fall 2011). The department also provides American Humanics certification.

Applicants must submit:

- A letter of application
- Curriculum Vitae (including the names, addresses, and telephone numbers of three references)
- Two journal articles or other samples of research and writing
- Teaching evaluations

Send application materials to: Faculty Search Committee Chair, Department of Public Administration, University of Texas at San Antonio, 501 W. Durango Blvd., San Antonio, Texas 78207

Review of applications will begin on October 1, 2010 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.

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

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

- Public Budgeting (open rank)
- Public Management (open rank)

Positions begin fall 2011. 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 positions:

- **Wolf Chair in International Public Affairs (senior scholar)**

While a specific subfield emphasis is not required, the School particularly welcomes applications from candidates whose work focuses on comparative science and technology policy, comparative energy policy, or stability operations and development.

- **Enarson Chair in Public Management (senior scholar)**

Positions begin fall 2011. 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 Budgeting: PubBud@jgippm.ohio-state.edu
Public Management: PubManagement@jgippm.ohio-state.edu
Wolf Chair in International Public Affairs: WolfChair@jgippm.ohio-state.edu
Enarson Chair in Management: EnarsonChair@jgippm.ohio-state.edu

or to:

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. EEO/AA employer.

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WHERE EMPLOYERS AND JOB SEEKERS MEET

UNIVERSITY POSITIONS

Assistant or Associate Professor Martin School Of Public Policy And Administration University of Kentucky

The Martin School of Public Policy and Administration at the University of Kentucky is recruiting to fill a faculty position at the assistant or associate professor level beginning in August 2011. We seek outstanding scholars who can contribute to our Ph.D. program and our professional master's degree programs. We are particularly interested in candidates with research and teaching interests in one or more of the following primary or secondary areas of interest:

- Public/Non-profit Management
- International Policy
- Public Policy

The Martin School is a University Center of Excellence with a multidisciplinary faculty. We offer three degrees: Ph.D. in public policy and administration, master of public administration, and a master of public policy. We also offer a joint J.D./MPA and a joint Pharm.D./MPA.

Applications will be accepted until the position is filled. Review of applications will begin immediately. All interested applicants should send a letter of application, a curriculum vitae, and a recent working paper or publication either as email attachments to msrecruiting@uky.edu or by mail to: Faculty Search Committee, Martin School of Public Policy and Administration, 419 Patterson Office Tower, University of Kentucky, Lexington, KY 40506-0027. Candidates should arrange for three letters of recommendation to be sent as well. Interviews will be held at the APPAM meetings.

The University of Kentucky is an Equal Opportunity University. We encourage applications from individuals with disabilities, women, African Americans, and members of other minorities. <http://www.martin.uky.edu>

Public Administration—Tenure Track Division Of Politics, Administration And Justice College Of Humanities And Social Sciences California State University, Fullerton

The Division of Politics, Administration and Justice at California State University, Fullerton, invites applications for a tenure-track position as Assistant Professor of Political Science with the appointment beginning in Fall, 2011.

Position: We seek applicants in the field of Public Administration. The position will involve teaching, research, and service in Public Administration in a NASPAA accredited M.P.A. program, and in our B.A. in Public Administration. We are particularly interested in candidates able to teach courses in public finance, budgeting, and/or urban management. Outstanding candidates in other areas of public administration are also encouraged to apply.

Faculty members teach and advise graduate and undergraduate students and serve on academic committees. Positive tenure and promotion decisions require excellent teaching and excellent research, including publication in peer-reviewed outlets relevant to the fields above, and participation in the broader academic community

Qualifications

- A Ph.D. in Public Administration, Political Science or a related field is required by the time of appointment.
- Expertise is required in one or more of the areas listed above.
- Preference will be given to applicants who have taught effectively in the past.
- Successful candidates should be able to interact effectively with a wide and culturally diverse range of students and colleagues.

Rank and Salary: The position is at the rank of Assistant Professor, tenure-track. Salary is competitive and commensurate with experience and qualifications. Salary is subject to budgetary authorization and any California State University System faculty contract increases. Additional teaching in summer and intersession is available. An excellent comprehensive benefits package is available which includes health/vision/dental plans; spouse, domestic partner and/or dependent fee-waiver; access to campus child-care as well as affordable housing program; and a defined-benefit retirement through the state system, along with optional tax-sheltering opportunities. For a detailed description of benefits, go to: http://hr.fullerton.edu/Benefits/Faculty_Unit_3.pdf

Job Control Number: 23603G-11-004

Appointment Date: August 2011

Application Procedure: Please send a letter of application, curriculum vitae, three letters of recommendation, evidence of teaching effectiveness (e.g. syllabi and evaluations), an example of scholarly research, and graduate transcripts(s). Applicants who have additional expertise in other areas of political science are asked to describe those interests and are encouraged to apply.

Send materials to: Chair, Public Administration Search Committee, Division of Politics, Administration and Justice, California State University, Fullerton, P.O. Box 6848, Fullerton, California 92834-6848

Application Deadline: Application review begins immediately. To ensure full consideration, please submit all materials by September 30, 2010. Position is open until filled.

Cal State Fullerton is an Equal Opportunity/Title IX/503/504/VEVRA/ADA Employer

Achieving A Climate of Success Through Diversity & Equity

Associate Dean for Academic Affairs Clinton School of Public Service The University of Arkansas

The University of Arkansas Clinton School of Public Service (<http://www.clintonschool.uasys.edu>) invites applications and nominations for an Associate Dean for Academic Affairs position. The Associate Dean will bring a successful and results-laden record of substantive administrative experience, community engagement and scholarship to the position and will be responsible for directing the student, curricular and faculty programs of the master's degree program in public service at the Clinton School. The Clinton School is located in Little Rock, Arkansas, on the campus of the William J. Clinton Presidential Library.

The School's focus is on building global leadership in issues related to community and economic development, social change, civic engagement and enhancing the capacity of people to work across disciplinary, racial/ethnic and geographic boundaries. The centerpiece of the School is the Master of Public Service (MPS) degree, an innovative program designed to integrate theory and practice, including a strong emphasis on student participation in community-based and service-learning projects locally, nationally and internationally. The curriculum includes core and elective courses, plus completion of three major public service projects. The program is enriched with a series of distinguished lecturers who discuss current events, domestic and foreign policy issues and career options.

Candidates for the Associate Dean position must possess the following:

1. Earned doctorate or equivalent degree
2. Experience in academic administration and a record of effective leadership and successful faculty development
3. Qualified for tenure in a school of public affairs, public administration or similar program
4. Success in advancing academic excellence and dedication to community engagement and service learning
5. Excellent written and verbal communication skills
6. Experience in leading strategic planning effort
7. Ability to establish and sustain research and academic team efforts
8. Excellence in building internal and external partnerships/relationships
9. Ability to work effectively with individuals from diverse cultures and backgrounds

Applications and nominations will be accepted until a new Dean is selected. Review of applications will begin in mid-October 2010, for an appointment to begin July 2011. Applications should include a letter discussing qualifications for, and interest in the position, curriculum vitae and a list of names and contact information (address, e-mail and phone number) of four references.

Applications, nominations and inquiries should be addressed: Dean James L. "Skip" Rutherford III, University of Arkansas Clinton School of Public Service, 1200 President Clinton Avenue, Little Rock, AR 72201, Phone: (501) 683-5200, Electronic submission to ddkelly@clintonschool.uasys.edu is encouraged.

Applications are subject to disclosure upon request under the Arkansas Freedom of Information Act. The University of Arkansas Clinton School of Public Service is an equal opportunity employer and welcomes applications from women and minority candidates.

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WHERE EMPLOYERS AND JOB SEEKERS MEET

UNIVERSITY POSITIONS

Assistant/Associate Professor Clinton School of Public Service The University of Arkansas

The University of Arkansas Clinton School of Public Service invites applications for a tenure-track assistant professor or tenured associate professor to begin July 2011. The Clinton School offers a Master of Public Service (MPS) degree and has a mission to educate and prepare individuals for public service careers that incorporate a commitment to the common good. Our innovative degree program is designed to integrate theory and practice including a strong emphasis on student participation in community-based and service-learning projects.

We seek candidates who have completed all requirements for the Ph.D. or equivalent degree in relevant academic disciplines or cross-disciplinary program areas and also have significant public service experience. Preference will be given to candidates who are equipped to teach our Dynamics of Social Change core course. Secondary interest in any of these other core courses will be considered a plus: Analysis for Decision Making in Public Service, Communication Processes and Conflict Transformation, Leadership, and Ethical and Legal Dimensions of Public Service. Please visit <http://www.clintonschool.uasys.edu/degree-program/core.aspx> for a description of these courses. Our preferred candidate will also have an established record or exceptional promise in conducting and communicating research that is relevant to public service practitioners and scholars including research and scholarly interest in civic engagement, service-learning and community development. Candidates must also have a commitment to advising and mentoring MPS degree students.

To apply, please submit a curriculum vitae and a letter describing your graduate or professional teaching experience, public service research agenda and public service experience (local, national, international). The letter should also include your philosophy of teaching and evidence of effective teaching (e.g., summary of teaching evaluations and sample syllabi). In addition, three letters of recommendation (two academic references and one public service practitioner reference) should be sent under separate cover.

Application materials, preferably submitted electronically, should be sent to: Dr. Charlotte L. Williams, University of Arkansas Clinton School of Public Service, Sturgis Hall, 1200 President Clinton Avenue, Little Rock, AR 72201, Email: clwilliams@clintonschool.uasys.edu

For more information about the position, please contact: Dr. Todd Shields, Interim Associate Dean for Academic Affairs, University of Arkansas Clinton School of Public Service, Sturgis Hall, 1200 President Clinton Avenue, Little Rock, AR 72201, Email: tgshields@clintonschool.uasys.edu, or tshields@uark.edu

Application review begins November 15, 2010, and continues until the position is filled. Target date for on-campus interviews is January 2011.

The University of Arkansas Clinton School of Public Service is an equal opportunity employer and welcomes applications from women and minority candidates.

Public Administration Positions (2): Human Resources Management, Public Policy The Department of Political Science at Sam Houston State University

The Department of Political Science at Sam Houston State University is conducting a search for two (2) tenure-track Assistant/Associate Professor positions in Public Administration to begin on or before August 2011. First, we are seeking a highly qualified candidate that is broadly trained in Public Administration, specializing in Human Resources Management. Second, we are seeking a candidate that specializes in Public Policy and Public Administration. All areas in public policy will be considered, however, specialization in one or more of the following is beneficial: Emergency/Disaster Management, Non-Profit Administration.

For both positions, the ability to teach in one or more of the following is beneficial: research methods, statistics, US State and Local government, and performance measurement. Successful teaching, applied experience, and/or successful grant writing experience are useful in consideration of both positions. The positions are to teach introductory, advanced undergraduate, and graduate classes. Experience or willingness to teach on-line is required. Doctorate must be completed by the beginning of classes.

The department currently has 15 faculty members and offers BA, BS, MA, and MPA degrees. Sam Houston State University is located in historic Huntsville, sixty miles north of Houston.

Those interested can apply online at <https://shsu.peopleadmin.com/> and submit a letter indicating teaching and research interests, CV, three letters of reference, graduate transcripts, and a writing sample to: Dr. Rob Bittick, Search Committee, Department of Political Science, Sam Houston State University, Box 2149, Huntsville, TX 77341-2149. Information: www.shsu.edu/~pol_www. E-mail: rmb004@shsu.edu.

Consideration will begin immediately and continue until the position is filled. Sam Houston State University is an Equal Employment Opportunity/Affirmative Action Plan Employer and Smoke/Drug-Free Workplace.

Public Administration, Department Chair College of Business & Public Administration Department of Public Administration California State University, San Bernardino

RANK AND QUALIFICATIONS: The Department of Public Administration seeks a senior faculty member whose rank is open who can serve as Department Chair. An earned doctorate in Public Administration or closely aligned field is required. Candidates must display excellence in research and service, and evidence of quality teaching. All areas of public administration will be considered, but preference will be given to candidates with teaching and research experience in public budget and finance, economic development, administrative law, or public management.

DUTIES AND RESPONSIBILITIES: All faculty support a Master of Public Administration degree (NASPAA reaccredited in 2010) with over 200 students, an undergraduate program of approximately 90 students, and a service course in government-business relations. The department also provides classes in Palm Desert. Preferred candidates will be expected to meet the traditional requirements of excellence in quality teaching, scholarly research and service to the University and community. There is a strong preference for candidates with online teaching experience. All faculty are encouraged to develop and participate in activities that support the University's strategic plan. This plan emphasizes three areas: a) the learning process, i.e., innovative teaching strategies and/or research on how students learn and apply knowledge over an extended period of time; b) alternative modes of instructional delivery to include off-campus and distance learning; and c) partnership with the community to enhance social, economic, and cultural conditions. Anticipated start-date is Fall 2011.

SALARY AND BENEFITS: Dependent on qualifications and experience. The possibility to earn additional compensation through summer school teaching exists. Generous medical, dental, and vision benefits and support for moving expenses available.

DEADLINE AND APPLICATION PROCESS: Review of applications will begin on October 8, 2010 and continue until the position is filled. Submit curriculum vitae with letter of application that includes statement on teaching philosophy and research/professional accomplishments and goals. Also submit the names, phone numbers, and e-mail addresses of three references, along with an official copy of most recent transcripts (unofficial copies acceptable for initial screening). Please include copies of representative publications and evidence of teaching performance. For additional information about the Department contact: Professor Monty Van Wart, 909-537-5759, mvanwart@csusb.edu.

SEND TO: Karen Dill Bowerman, Dean, College of Business and Public Administration, 5500 University Parkway, San Bernardino, CA 92407-2397, E-mail: karenb@csusb.edu, FAX : 909-537-7026

California State University, San Bernardino, a comprehensive regional university, is one of the 23 California State University campuses with approximately 17,000 students, 500 full-time faculty, and 43 undergraduate and 22 graduate degree programs. The University consists of Colleges of Business and Public Administration, Education, Arts and Letters, Natural Sciences, and Social and Behavioral Sciences. Off-campus programs are offered at the Palm Desert campus. The University is situated 70 miles east of Los Angeles, offering easy access to beaches, mountain, and desert resorts. The rapidly expanding metropolitan area offers a wide variety of cultural and recreational opportunities. Housing costs are significantly below those of Los Angeles and Orange Counties.

<http://www.cbpa.csusb.edu>

California State University, San Bernardino is an Equal Opportunity Employer, and has a strong institutional commitment to the principle of diversity in all areas. In that spirit, we are particularly interested in receiving applications from a broad spectrum of qualified people who are representative of the diversity in California, including individuals from culturally diverse backgrounds, women, individuals with disabilities, and veterans. California State University, San Bernardino hires only those individuals who are lawfully authorized to accept employment in the United States.

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WHERE EMPLOYERS AND JOB SEEKERS MEET

UNIVERSITY POSITIONS

Public Administration Tenure-Track Position
College of Business & Public Administration
Department of Public Administration
California State University, San Bernardino

RANK AND QUALIFICATIONS: The Department of Public Administration seeks an assistant/associate professor, assistant preferred. An earned doctorate in Public Administration or closely aligned field is required. Candidates must display potential for excellence in quality teaching, evidence of research and potential for service. All areas of public administration are considered, but preference will be given to candidates with teaching and research experience in public budget and finance, economic development, administrative law, or public management.

DUTIES AND RESPONSIBILITIES: All faculty support a Master of Public Administration degree (NASPAA reaccredited in 2010) with over 200 students, an undergraduate program of approximately 90 students, and a service course in government-business relations. The department also provides classes in Palm Desert. Preferred candidates will be expected to meet the traditional requirements of excellence in teaching, active scholarly and professional

work, and service to the University and community. There is a strong preference for candidates with online teaching experience. New faculty are encouraged to develop and participate in activities that support the University's strategic plan. This plan emphasizes three areas: a) the learning process, i.e., innovative teaching strategies and/or research on how students learn and apply knowledge over an extended period of time; b) alternative modes of instructional delivery to include off-campus and distance learning; and c) partnership with the community to enhance social, economic, and cultural conditions. Anticipated start-date is Fall 2011.

SALARY AND BENEFITS: Dependent on qualifications and experience. The possibility to earn additional compensation through summer school teaching exists. Generous medical, dental, and vision benefits and support for moving expenses available.

DEADLINE AND APPLICATION PROCESS: Review of applications will begin on November 5, 2010 and continue until the position is filled. Submit curriculum vitae with letter of application that includes statement on teaching philosophy and research/professional accomplishments and goals. Also submit the names, phone numbers, and e-mail addresses of three references, along with an official copy of most recent transcripts (unofficial copies acceptable for initial screening). Please include copies of representative publications and evidence of teaching performance.

SEND TO: Dr. Monty Van Wart, Chair, Department of Public Administration, College of Business and Public Administration, 5500 University Parkway, San Bernardino, CA 92407-2397, E-mail: mvanwart@csusb.edu, Telephone: (909) 537-5759

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Assistant Professor
(12 month tenure-track)
Virginia Commonwealth University
Department of Healthcare Policy and Research

VCU's Department of Healthcare Policy and Research invites applications for a tenure-track Assistant Professor position in health services research, health economics, or health policy. The Department is a vital and growing research and teaching department in the School of Medicine. VCU boasts one of the country's most comprehensive health sciences centers--the School of Medicine which has Departments of Epidemiology, Social and Behavioral Health, Biostatistics, and Schools of Pharmacy, Nursing, Dentistry, and Allied Health Professions, and the Massey Cancer Center as part of the VCU Medical Center. Moreover, the Department is ideally located in Richmond, Virginia, the state's capital, and close to Washington DC, providing excellent opportunities for interaction and research collaboration with state and federal policy makers.

Qualifications: Applicants must possess a doctoral degree in economics, health services research, public policy, or related field. Candidates whose research focus includes cancer outcomes, comparative effectiveness research, or healthcare delivery to underserved populations are particularly encouraged to apply. The successful candidate will have strong quantitative and methodological expertise and will be an essential member of a team developing innovative approaches to public health education and engaging in collaborative research. After three years, the candidate is expected to have extramurally funded research. Salary and start-up packages are highly competitive and commensurate with experience.

TO APPLY: Send curriculum vitae, a cover letter highlighting qualifications and research interests, and the names and addresses of three professional references by email to: cjbradley@vcu.edu or mail to: Cathy J. Bradley, PhD, Professor and Chair, Department of Healthcare Policy and Research, Virginia Commonwealth University, P.O. Box 980430, Richmond, VA 23298-0430. Applications will be reviewed as received. Position will remain open until filled.

Virginia Commonwealth University is an equal opportunity/affirmative action employer.

Women, minorities, and persons with disabilities are encouraged to apply.

CONFERENCESCalendar

September 2010

17-18 Northeast Conference on Public Service (NECoPA)
Location: School of Public Affairs and Administration, Rutgers, Newark
More Info.: <http://spaa.newark.rutgers.edu>

October 2010

- 6 ASPA Workshop for New Professionals - "Preparing Yourself for the Next Level"
Location: Washington, DC
More Info.: www.aspanet.org
- 7-9 22nd Annual ABFM Conference
Location: Omaha, NE
More Info.: www.abfm.org
- 13-16 SECOPA 2010
Location: Wilimington, NC
More Info.: www.secopa2010.org
- 17-20 ICMA's 96th Annual Conference
Location: San José, CA
More Info.: <http://icma.org>

22-24 ICPA - 2010 International Conference on Public Administration (6th Annual ICPA) - "Public Administration Challenges and Opportunities: Serving Citizens in a Globalised World"
Location: Canberra, Australia
More Info.: www.ias-iisa.org/e/joint_ventures/partners.../ICPA-2010.aspx

November 2010

Nov. 30-Dec. 4 2010 Congress of Cities & Exposition
Location: Denver, CO
More Info.: www.nlc.org

December 2010

3-6 The Council of State Governments' 2010 National Conference
Location: Providence, RI
More Info.: www.csg.org

March 2011

11-15 ASPA Annual Conference
Location: Baltimore, MD
More Info.: www.aspanet.org

May 2011

17-19 34th Annual Teaching Public Administration Conference
Location: Williamsburg, VA
More Info.: www.teachingpa.org

June 2011

- 17-21 79th Annual Conference of Mayors
Location: Baltimore, MD
More Info.: www.usmayors.org
- 26-29 SHRM 2011 Annual Conference & Exposition
Location: Las Vegas, NV
More Info.: www.shrm.org/

*Items listed in blue are conducted in affiliation with ASPA.

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