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INSIDE:

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Rudolph G. Penner and John L. Palmer, co-chairs of the committee that wrote "Choosing the Nation's Fiscal Future" discuss the report during a recent press conference. Photo courtesy of the National Academy of Sciences.

Report Offers Ways to Stabilize National Debt

Delaying Action Will Cause Greater Fiscal Pain and Economic Risks

Washington, DC–A new joint report from the National Research Council and the National Academy of Public Administration offers U.S. leaders ways to address the nation's fiscal problems and confront its rapidly growing debt–a burden that if unchecked will inevitably limit the nation's future wealth and risk a disruptive fiscal crisis that could lead to a severe recession.

"The report is unflinching in its assessment of the fiscal challenges we face, but it is far from disheartening," said Jennifer L. Dorn, president and CEO of the National Academy

See STABILIZE DEBT, pg. 2

State Income Taxes Push Many Families Deeper Into Poverty

Working-poor Hit Hardest According to Report

Washington, DC–Sixteen states taxed working-poor families deeper into poverty last year, according to a new report from the Center on Budget and Policy Priorities. Income tax bills on poor families in those 16 states ranged from a few dollars to several hundred dollars, which is a significant amount for a family struggling to make ends meet, the report said.

"Undermining families' efforts to work their way out of poverty is never a good idea," said Phil Oliff, the report's co-author. "But it's especially harmful in the current recession, when people are already struggling just to get by."

The report measures the "tax threshold" in

See INCOME TAXES, pg. 4

State, Local Governments Cut Personnel and Benefits

But Struggle to Fill Some Critical Positions

Washington, DC–Hiring freezes, pay freezes, layoffs, and furloughs top the list of ways that local and state governments are cutting costs, according to an online survey of government managers by the Center for State and Local Government Excellence.

States and local governments also have made significant changes in their benefit offerings.

See PERSONNEL CUTS pg. 10

Liou Wins ASPA Election!

For more information see page 17.

The *PA TIMES* Are A-Changin'

Paul Posner

I want to take this time to inform you of a major change in *PA TIMES* this year. We are going to be transforming the publication from an entirely paper product to a form that mixes paper and online distribution.

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Short-term Pain will Reap Long-term Gain in Stabilizing National Debt

From STABALIZE DEBT, pg. 1

of Public Administration. "Unlike other calls to action, the Committee's work creates a framework for a national conversation, and demonstrates that solutions are possible."

The report offers tax and spending options that would stabilize the debt relative to the size of the economy within a decade. The report also provides a set of simple tests to determine whether any proposed federal budget would lead to long-term fiscal stability.

Delaying action for even five or 10 years will make addressing the problem more painful and costly, requiring even higher taxes or greater spending cuts, the report notes. Delay also raises the risk that the nation's creditors–especially foreign governments–will conclude that the U.S. has no plan to restore fiscal stability and will require higher interest rates or make other economic demands.

"Our committee members have varying political backgrounds and views, but we all agree that future economic prosperity is at grave risk if our nation does not change its fiscal course," said John Palmer, co-chair of the committee that wrote the report and university professor and dean emeritus of the Maxwell School of Citizenship and Public Affairs at Syracuse University. The committee includes three former heads of the Congressional Budget Office–June O'Neill, co-chair Rudolph Penner and Robert Reischauer–and other experts.

Policymakers should move aggressively to restrain growth of the debt beginning in 2012, as soon as the economic recovery strengthens, the report says. Leaders should set a target of stabilizing the ratio of the nation's debt to its gross domestic product (GDP)–a common indicator of fiscal health–at a sustainable level by 2022. While there is no magic number for this ratio, the committee judged that a ratio of 60 percent is an achievable target within a decade, and can be a useful guide to policymakers. Any higher ratio would create an unacceptable risk of higher interest rates and financial crisis.

The Growing Burden of Debt

The nation's rapidly growing debt now totals more than $12 trillion–of which $7.5 trillion is publicly held, about half of it by investors abroad. As the publicly held debt rises, so does the amount of federal revenue that must be spent on interest payments, leaving less money for other services and programs. The amount the government spent on interest was more than $800 per person in 2008 and would roughly double by 2020, even if interest rates remain at their current low levels.

As the debt grows unchecked, so too does the risk of a crisis; if a loss of investor confidence led interest rates to climb suddenly, the government may be forced into a rushed, ill-considered response that could deprive people of needed services and hobble the economy for years, the report says.

The greatest contributor to the nation's long-term fiscal challenge is the rapid growth of health care spending, and any scenario leading to a sustainable budget will require forceful actions to slow the growth of Medicare and Medicaid spending, the report says.

Multiple Paths to a Stable Fiscal Future

The report details four scenarios to illustrate how policymakers can gradually align spending and revenues to hit the illustrative target of holding debt to 60 percent of GDP. These are far from the only options, the committee stressed; how the nation chooses to address the growing debt will depend on people's views about the role of government and a range of other values. But the paths show that it is possible to construct responsible fiscal paths over a range of ideological orientations.

- *Low spending and low taxes.* This path would allow payroll and income tax rates to remain roughly unchanged, but it would require sharp reductions in the projected growth of health and retirement programs; defense and domestic spending cuts of 20 percent; and no funds for any new programs without additional spending cuts.
- *Intermediate path 1.* This path would raise income and payroll tax rates modestly. It would allow for some growth in health and retirement spending; defense and domestic program cuts of 8 percent; and selected new public investments, such as for the environment and to promote economic growth.
- *Intermediate path 2.* This path would raise income and payroll taxes somewhat higher than with the previous path. Spending growth for health and retirement programs would be slowed, but less than under the other intermediate path; and spending for all other federal responsibilities would be reduced. This path gives higher priority to entitlement programs for the elderly than to other types of government spending.
- *High spending and taxes.* This path would require substantially higher taxes. It would maintain the projected growth in Social Security benefits for all future retirees and require smaller reductions over time in the growth of spending for health programs. It would allow spending on all other federal programs to be higher than the level implied by current policies.

Delaying action will mean even higher levels of taxes than in the committee's illustrative paths, or lower levels of government services.

"We know it will be hard for people and their representatives to come to agreement on the kinds of changes needed, given the obvious divisions among people in priorities and views of government," said co-chair Rudolph Penner, a fellow at the Urban Institute, Washington, DC. "Yet everyone will benefit in the long term if we accept some short-term pain."

A new Web site–*www.ourfiscalfuture.org*–will be launched by the National Academy of Public Administration with the release of the report to spur online discussion about the nation's fiscal future and how to get America back on the road to fiscal responsibility. Copies of Choosing the Nation's Fiscal Future are available from the National Academy of Public Administration at *www.napawash.org* or from the National Academies Press at *www.nap.edu*.

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1301 Pennsylvania Ave., NW, Ste. 840, Washington, DC 20004
(703) 209-0560 (phone)
(703) 991-4916 (fax)
patimes@aspanet.org (email)

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

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

Editor: Christine Jewett McCrehin

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MANAGEMENT/DEVELOPMENT: TAPPING THE POWER OF YOUR PEOPLE

Re-Emphasizing Employee Development in PA

David Allen Hines

"Let the public service be a proud and lively career." These words, spoken by President Kennedy in his first State of the Union Address in January 1961 set a tone for public administration that should ring as true today. But unfortunately, it all too often doesn't.

Public administration professionalism has successfully led to attracting and retaining some very intelligent and hard-working people in government. But all too often, these people's skills are never fully utilized and the public sees the blank face of bureaucracy because they are led by managers who are educated, experienced and highly competent, but who lack the ability to lead and inspire people.

Unlike most public administrators, I came to the profession after serving in elected office as a town councilmember and in appointed executive office as a town administrator. I also served on the Board of Directors of a public library. In those capacities, my chief skill set was the need to develop a program that I hoped would achieve good for the jurisdiction and convince people to believe in it and carry it out. The experiences were so worthwhile, that I decided to make a career out of a professional position in government. I obtained an MPA and upon the conclusion of my elected and appointed service, took a position as a government budget manager.

When I took the position, what most surprised me, and eight years later, what still does, is how many incredibly interesting and talented government managers there are who have absolutely no idea how to motivate and lead their staffs.

Time and again, I have seen very good people stumble upon assuming a management position. And even within staffs, more often than not, I have seen that rank and file employees often unintentionally become frustrated or achieve less than they might simply because it seems like they have never been trained on how to work as part of a team.

...the end result too often is a highly skilled individual who does not know how to inspire, lead or manage people, or an employee who doesn't know the best way to maximize collaboration with peers.

This is one area where I think business does a far better job than the public sector. Now true, businesses are often insane to rush to follow the newest management fad and pay inordinate amounts for trendy training of a dubious quality. But, at the end of the day, that businesses focus heavily on developing leadership skills for managers and employees who work as a team–much more than the government sector–cannot be denied.

Master of public administration degree programs do a great job of training in technical skills, advanced analysis, public law, theory, and human resource regulations. But the end result too often is a highly skilled individual who does not know how to inspire, lead or manage people, or an employee who doesn't know the best way to maximize collaboration with peers.

As a result, government often fails to maximize the potential of its employees. President Kennedy, in a 1961 message to the federal workforce, said, "Government service must be attractive enough to lure our most talented people. It must be challeng-

See DEVELOPMENT, pg. 6

The MARCH/APRIL 2010 *PA TIMES* special section is titled:

The Next Decade of Health Care: Expectations and Reform

There is still space available for advertising and articles.
Deadline for both is MARCH 20, 2010
Contact: cjewett@aspanet.org

MANAGEMENT/DEVELOPMENT: TAPPING THE POWER OF YOUR PEOPLE

Tuition Reimbursement: Don't Throw Your Investment Away

Brandy Urbine

In today's world, there is a new spirit of doing more with less. This becomes possible when an organization has employees with a vested interest in the success of the organization. One method of instilling this vested interest is by offering competitive benefits packages to meet employees various needs. One often kept legacy benefit are tuition reimbursement plans. Tuition reimbursement, at face value, makes good business sense. For the employer, there is the promise of a more skilled workforce. For the worker there is the promise of a better future.

Employers invest time and financial resources in training employees on the inner workings of their trade. This in conjunction with providing financial assistance for employees to attain degree(s) signifies a substantial investment in their employees. Often employees/students earn their degrees and the employer does not capitalize on their investment. This presents problems for both parties.

An individual who has attained a degree and is unable to move up in the organization may begin to develop low morale. Additionally, there may be feelings of resentment if the employee is receiving additional responsibilities with no additional compensation. This presents potential turnover, financial loss for the employer, increased recruitment costs, inconsistency in daily tasks and additional workforce development needs.

The reasons for these types of situations are varied and usually attributed to the employer. This may be a result of a lack of available responsible positions. It is not uncommon for the graduated employee to see their own employer post jobs requiring the credentials they have and for the individual to be denied the position due to a lack of experience. Unfortunately, while the employee obtained the degree they have been unable to develop their experience as senior/supervisory staff. The problem; how does one acquire experience when experience is a prerequisite of gaining it?

Failure to capitalize on personnel investments is an irresponsible use of constituent's tax dollars and a detriment to the organization as a whole. I propose that organizations implementing tuition reimbursement programs do so in conjunction with other personnel development programs such as:

An individual who has attained a degree and is unable to move up in the organization may begin to develop low morale.

- *Voluntary Mentoring Programs:* where employees have an opportunity to shadow senior staff, on their own time, to gain insight on the senior level responsibilities.
- *Succession Planning:* whenever possible give tuition reimbursement program participants the opportunity to work with retiring staff for a period of time prior to their departure.
- *Project Management:* give program participants the ability to head projects within their departments to gain experience.
- *Management Trainee Programs:* if funding permits, implement programs that place individuals who have successfully completed a degree program to train in various management positions.

Allowing employees to participate in activities of this nature should promote a sense of accomplishment. This should in turn develop a stronger bond between the individual and the organization. Once given the opportunity to advance within an organization, the employee should be more likely to devote themselves to said organization.

That is not to say however that employees should be given free reign of such programs. These types of programs would be comprised of workers who, in certain instances, would serve as managers. Initial assignments should include oversight of very menial tasks, but with successes, responsibilities

See TUITION, pg. 7

Income Taxes Hurt Working-poor

From INCOME TAXES, pg. 1

each state–the income level at which families begin owing income taxes. In 16 of the 42 states that levy an income tax, the threshold for two-parent families of four was below $22,017, the 2008 poverty line for such a family. The remaining states as well as the federal government do not tax working poor families.

Two fewer states taxed poor families than in 2007. Michigan adopted an Earned Income Tax Credit (EITC) that pushed its threshold slightly above the poverty line. Oklahoma made changes to its income tax deductions and rates, and expanded a credit for families with children, lifting its threshold above the poverty line for two-parent families of four. Although Hawaii and Louisiana made significant improvements to their tax systems, they remain among the 16 states that tax poor families. A number of other states made significant improvements.

In several states, income-tax treatment of the poor worsened as inflation eroded the value of provisions intended to protect the poor from taxation. This erosion coincided with a rising level of poverty and joblessness resulting from the recession.

Among the report's findings:

- Sixteen states, out of the 42 with an income tax, taxed working-poor, married couples with two children in 2008: Alabama, Arkansas, Georgia, Hawaii, Illinois, Indiana, Iowa, Kentucky, Louisiana, Mississippi, Missouri, Montana, North Carolina, Ohio, Oregon and West Virginia.
- Michigan and Oklahoma stopped taxing poor families in 2007, and eight other states implemented changes to reduce low-income families' tax bills. Hawaii and West Virginia, both of which in 2007 had levied some of the highest taxes on low-income families, also made improvements in 2008.
- On the other hand, in 23 states the value of provisions that protect low-income families from taxation eroded, in large part due to a failure to adjust them for inflation. As a result, poor and/or near-poor families' tax bills in those states rose.
- The number of states taxing extremely poor families of four–those with incomes below three-quarters of the poverty line ($16,513)–decreased from nine in 2007 to six in 2008. Three states that previously taxed such families began exempting them: Hawaii, Michigan, and West Virginia. States still taxing extremely poor families are: Alabama, Georgia, Illinois, Indiana, Montana and Ohio.

For more information visit www.cbpp.org.

Alert Managers–Positive Employee Results

Traci Foster, David Milen

Many different industries are experiencing the effects of the economic recession. Departments are cutting back, businesses and organizations are decreasing their workforce by discharging large amounts of employees, other jobs are being eliminated or outsourced, and the numbers of work responsibilities are increasing. In an order to facilitate a working relationship between managers and their employees, it is important for both to understand that the success of the business or organization depends on knowledge, motivation, and organizational skills.

During these economic hardships throughout the world, morale in the workplace is difficult to maintain at a positive level. It is important that businesses and organizations, especially managers, keep employee satisfaction levels high.

In order to sustain a positive working environment, it is imperative to focus on key areas of your workforce that will promote teamwork, job satisfaction, continued loyalty and overall employee–management development for the improvement of the business or organization. There are both positive and negative connotations affiliated with management styles, but understanding the value of employees is the key to successful operations within your working environment.

One of the many areas that employees fear is not only the unknown of maintaining employment, but having a manager who is considered a "control freak" and micromanages a specific area. The considerable economic pressures are enough to cause issues and worries amongst employees, but consistently being placed under the watchful eye of a manager in daily activities will cause issues and friction between managers and employees alike. Managers are placed in a position in order to create a working atmosphere conducive to the business or organization, however, there must be a balance between working under scrupulous conditions and being able to manage personnel and their daily activities.

Managers should consider leading by example and being part of the overall team. In essence, managers should encourage employees to express their thoughts and ideas for the benefit of the team and, eventually, the benefit of the business or organization. The manager will experience less pressure because employees are allowed to participate in the decision-making processes and all parties involved will feel a greater sense of accomplishment. Therefore, the manager may wish to consider the teamwork approach as it may influence product design, policy decision–making, market share, and stakeholder buy–in.

Managers should consider leading by example and being part of the overall team.

If managers are willing to include their employees in decision-making and sharing thoughts and ideas, all stakeholders can gain valuable ideas for improvement. The willingness to listen to employees and appreciate them for the skills and knowledge that they possess diminishes the likelihood of experiencing frustration, negativity, and feelings of not being a part of the organization.

Working together and finding solutions can be mutually beneficial for the manager and the employee, but also benefitting the business or organization. The overall effect of management styles on performance can be seen through the daily habits of employees and can have a direct bearing on the levels of health, motivation and commitment linking managers and personnel. The idea is for both managers and personnel to work alongside one another in a mutually beneficial environment fostering collaboration and teamwork.

There are other pitfalls being associated with management styles. The laissez faire approach to managing personnel and employees may cause further issues with the amounts of time and energy spent on projects. Managers who are normally "easy going" will have a difficult time maintaining credibility. They also combat having the image as a leader that needs to be able to accomplish tasks; however, they are not able to adhere to deadlines and other timely issues.

Thus, the manager has to adjust to working with firmness and leniency in order to promote a good work ethic and accomplish the tasks at hand. The manager needs to be able to create a balance of working alongside personnel in order to accomplish goals and objectives. The manager must also be firm in adhering to deadlines.

Another pitfall that many managers experience is the endless "twine" of bureaucracy that entraps employees. Managing styles may differ from person–to–person, however, utilizing the same approaches to overseeing employees, limiting freedom of expression, and suppressing personal goals will also decrease morality within the ranks. A simple team orientated methodological approach will assist the manager not only in earning respect, but also permit personnel to experience growth in their own professions.

Teamwork is an essential component of a business or an organization. Businesses and organizations function better when they have employees who work together as a team and are engaged in either decision - making processes or are selected for project development. If the need arises to expedite a project for an upcoming meeting, managing by teamwork will improve the chances of success. The manager's ability to motivate employees, ask for their knowledge, and pool resources will foster collaboration and create a sense of belonging. Furthermore, the manager may exceed expectations on the last minute project due to the overwhelming response and participation.

Teams will often be able to tackle the project much quicker, produce results above and beyond what is expected, and be able to accomplish several other tasks that may be required in a short period of time. The give-and-take approach between the manager and employee can create a process that one can replicate in other projects. Empowering and entrusting employees with projects and other decision-making activities will allow the business or organization to cope with sudden changes and negative unforeseen economic impacts. Eventually, cooperation will lead to an overall healthier lifestyle both inside and outside the working environment limiting stressors.

Due to the economic recession and changing work conditions, managers and employees must be flexible and work above and beyond what is expected of them. Building a bond of trust, being honest with employees, and being truthful regarding business matters will provide the employee with a feeling of satisfaction. This sentiment oftentimes leads to job satisfaction and a sense of belonging.

The employee also feels that their opinions and comments truly matter. On the other hand, managers may consider while being firm, still work alongside employees rather than giving the sense of superiority due to positional status. Understanding cultural barriers, becoming internationally culturally competent and maintaining fairness in all areas of the organization or business are keys to a successful working relationship between employees and management.

Traci Foster is nursing manager at St. Margaret Mercy Hospital. Email: traci.foster@ssfhs.org

ASPA member David Milen is bioterrorism/disaster preparedness coordinator at St. Margaret Mercy Hospital. Email: david.milen@ssfhs.org

MANAGEMENT/DEVELOPMENT: TAPPING THE POWER OF YOUR PEOPLE

The ASPA, CPM Connection: Delivering Quality Professional Development Programs and Educational Services to the Public Sector

Howard R. Balanoff

The purpose of this article is to identify and discuss the history, structure and function of the National Certified Public Manager (CPM) Consortium. Over a period of 30 + years, the National CPM Consortium has provided quality professional development and educational programs to the public and not for profit sectors. Recently the National CPM Consortium and ASPA are recognizing the benefit of collaboration and cooperation between these two organizations.

An additional goal of this article is to illustrate how ASPA and CPM collaboration and cooperation occurring in Texas is quickly becoming the "cooperative" model for ASPA and CPM Programs across the United States.

The National Certified Public Manager (CPM) Program

The National Certified Public Manager (CPM) Program has been operating in the United States for about 30 years. The Program began in 1979 in Georgia as a certification program for public managers in Georgia's State Government. Initially it spread throughout the Southern States (i.e. Louisiana, Mississippi, and Arkansas) and eventually to all regions in the United States.

By 1995, the CPM Program had not only expanded throughout the United States (i.e. New Jersey, Texas, Arizona, Washington, DC, etc.) but it also encompassed local, federal and not-for profit (NGO) employees. By 1996, the Graduate School of the US Department of Agriculture (USDA) was delivering a CPM Program to federal employees and the Texas CPM Program was training significant numbers of local government employees, in addition to serving state, federal and not-for-profit employees. By 2009 about forty (40) Programs including the City of Washington, DC, and the U.S. Federal Government (though the Graduate School) were all operating CPM Programs. The CPM Program had also spread to California, Massachusetts and New York.

The Certified Public Manager (CPM) Program is a nationally recognized professional development program for supervisors and managers in both government and the nonprofit sector.

The Certified Public Manager (CPM) Program is a nationally recognized professional development program for supervisors and managers in both government and the nonprofit sector.

The CPM program is designed for federal, state and local government managers. The skills, knowledge and competencies taught through the CPM Program also are relevant for managers and supervisors in the nonprofit sector.

The CPM Program's primary goal is to improve the performance of public sector managers and the organizational performance of state, local and federal government employees. It is a comprehensive course of study by which public managers can acquire and apply the best practices and theory to their management behaviors and strategies using prescribed sets of professional standards which are often referred to as "competencies." The curriculum uses theory as the foundation and applies it to practical problems facing the participant, their agency/department, and the citizens. Those who complete the program earn a

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MPA Programs Need to Integrate Leadership and Team-building Skills

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ing enough to call forth our greatest efforts. It must be interesting enough to retain their services. It must be satisfying enough to inspire single-minded loyalty and dedication. It must be important enough to each individual to call forth reserves of energy and enthusiasm."

To achieve that, our government managers must be trained to lead, inspire and manage their staffs.

I enjoy undertaking sophisticated financial analysis. I enjoy writing policy papers and communications. One would think in my current position, that is what I spend most of my time doing. But the reality is, that I spend most of each day interacting with my staff. I ensure that everyone knows what they need to do, why, and when, while being careful not to micro-manage. On my wall, I have General George Patton's oft-quoted remark, "Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity."

When there are problems, I flush them out and we work together to solve them. If unexpected events develop, I plunge in to help. I'm always on the outlook for an interesting article or book to share. I insist on regular team meetings and work hard to ensure everyone participates so that there is a constant team mindset. I have been pleased to see the results. A group of very diverse, yet all highly educated professional people work well together and respond timely, proactively, with interest, and enthusiasm, and have established credibility. Now that's not to say you aren't going to find me hunkered down in my office doing a regression analysis or poring over a budget proposal. But I see my job as more than that.

While there are managers who do a better job than I can, I have seen so many more stumble and fail due to their lack of background in leadership and employee development. I was fortunate that I came to this role having previously gained much experience and interest in building teams and managing and developing staff during my time in elected and appointed office. But I know plenty of folks with MPAs serving in government management positions who have no education in this area. And if they go to seek it, they face obstacles. Approval is easily granted for example to take a training class on advanced budget analysis. But if they ask to take a class on leadership or motivation, they are given a hard time. "Why do you need to take a class on that?" is too often the response.

Integrating education on leadership, motivation, team-building and employee development need to be added as a component of all MPA programs. Furthermore, when hiring managers, government needs to ensure the folks they hire possess these skills as well as the technical skills. And when promoting from within, new managers must be trained in employee development just as much as their rote technical skills. Finally, annual training should include classes that foment team-development and individual motivation as much as updating and enhancing technical skills.

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader," President John Quincy Adams once remarked. Step back and see if that is the outcome of your management and also how your staff views you.

ASPA member David Allen Hines is deputy director for budget administration in the Office of Budget and Planning of the Government of the District of Columbia. He previously served as municipal councilmember in Kingston, PA, and town manager for Edwardsville, PA. Email: politics1993@hotmail.com

SHRM Report: January 2010 Hiring Will Outpace Layoffs

Salaried and Hourly Job Openings Slowly Increasing

Alexandria, VA– A monthly survey of human resource (HR) managers in more than 1,000 companies across the country shows January 2010 hiring will outpace layoffs for the third straight month compared with last year.

Though layoffs persist, and job opportunities are limited, HR managers expect exempt and nonexempt hiring to outpace job cuts in both the manufacturing and service sectors this month, according to the Society for Human Resource Management's (SHRM) LINE® Report.

The SHRM LINE–Leading Indicators of National Employment–hiring index also shows a year-over-year positive gain of 37.8 points expected for manufacturing hiring during January, and 21.1 points for service sector hiring.

A closer look at manufacturing sector year-over-year numbers show that a net of 17.6 percent of surveyed companies plan to hire in January 2010 compared with the net of 20.2 percent that laid off workers in January 2009.

In the service sector, year-over-year numbers show a net of 11.3 percent of companies will add jobs in January of this year compared with the net of 9.8 percent that cut jobs same month last year.

The findings are detailed in the January 2009 SHRM LINE Report, a set of labor market indicators that tracks four national employment measures: (1) job expectations; (2) job vacancies; (3) new-hire compensation; and (4) recruitment difficulty. In short, LINE provides a snapshot of anticipated hiring for the month ahead and also examines data from the previous month.

"Albeit a slow rise, the small increase in job openings in both sectors is a sign that economic conditions may finally be starting to improve," said Jennifer Schramm, manager of workplace trends and forecasting at SHRM. "Unsurprisingly, the new-hire compensation index is likely to remain flat as long as the number of job seekers for relatively few spots remains high and competition fierce."

Are salaried job openings increasing? Yes:

- Exempt vacancies (manufacturing sector)–December 2009 findings show a net total of 12.2 percent of HR professionals reported increases in exempt, primarily salaried, jobs available. (Specifically, 21.8 percent reported increases while 9.6 reported decreases.)
- Examined year-over-year, the manufacturing sector exempt vacancies represent a 25 point increase from December 2008, and the fifth straight month that exempt vacancies are higher compared to one year ago.
- Exempt vacancies (service sector)–A net total of 5 percent of firms reported an increases in exempt job vacancies in December. (Specifically, 13.5 percent reported increases while 8.5 percent reported decreases.)
- Examined year-over-year, the service sector exempt vacancies represent an 18.8 point increase from December 2008. The service sector, like the manufacturing sector, also experienced a fifth straight month during which exempt vacancies were higher compared to the previous year.

The vacancy rate for nonexempt jobs is up:

- Nonexempt vacancies (manufacturing sector)–December numbers show a net total of 7.7 percent of HR managers reported an increase in their company's nonexempt, or hourly, employment vacancy rate. (Specifically, 17.6 percent reported increases while 9.9 percent reported decreases.)
- Examined year-over-year, the nonexempt employment vacancy rate for manufacturing jobs represents a 27.1 point increase from one year ago.
- Nonexempt vacancies (service sector)–A net total of 4.4 percent reported an increase in hourly job vacancies in December. (Specifically, 14.9 percent reported an increase while 10.5 percent reported a decrease.)
- Examined year-over-year, the December 2009 service sector nonexempt employment vacancy rate marks a 27.9 point increase from December 2008.

Trends in new-hire compensation packages and recruiting difficulty:

The new-hire compensation index reports previous month data. December 2009 numbers show more service sector companies increased new-hire salaries and benefits than reduced them. LINE data show that 2.5 percent of surveyed service sector HR professionals said their company increased compensation compared with 1.8 percent who reported decreases–a net total of 0.7 percent.

Compared year-over-year, the net total marks a decline from December 2008 when a net total of 4 percent of service companies increased new-hire compensation.

In the manufacturing sector, a net total of 0.1 percent of HR respondents said their company decreased new-hire compensation in December 2009, a number unchanged from December 2008. A closer look shows that the responses nearly cancel one another–2.7 percent increased compensation packages last month while 2.8 reduced compensation packages.

The recruiting difficulty index shows HR managers had an easier time filling jobs during December 2008 than December 2009. "It could be that some categories of job seekers are finding work more quickly than they did a year ago," said Schramm.

Make Sure To Capitalize on Investment

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should increase in complexity and consequence. As their competency improved existing managers could delegate more to them and be freed up for more important tasks. More would get done, with greater oversight.

Evaluations of the trainee's progress should be completed and documented. Whenever a superior leaves or moves up, their successor is built into the organization. It is generally more cost effective to promote from within than it is recruit. Often with recruiting there are re-location costs, while not paid directly, can factor into salary negotiations. Also with a structured management trainee program, a unified management philosophy can be implemented.

When employees have made a commitment to education and your organization has paid for much of this education, why not reap the benefits with a built in succession plan? Why not inspire other employees in your organization to better themselves? Do not allow your investment to go across town and pay dividends to another organization.

Brandy Urbine is…

Private Sector Reward Practices Could Work Equally Well in Public Sector

New White Paper Based on Focus Groups Conducted with U.S. Public Sector HR Managers

Washington, DC–Total rewards, a system developed within the private sector in the past five years, is a viable approach in the public sector, despite certain unique programmatic applications, such as variable pay and pay for performance. This was the key finding in a WorldatWork white paper titled, "Total Rewards in the Public Sector: An Opportunity for Integration and Communication."

The white paper is the product of several focus groups WorldatWork conducted with nearly 60 U.S. public sector HR managers in October 2009. The finding comes as the U.S. federal government prepares to hire 230,000 workers in the next two years and as the rest of the public sector braces for the retirement of the baby boomer generation.

There are more than 1,000 HR managers in the public sector who have obtained WorldatWork certification giving them the skills to design and implement total rewards programs compared to 19,000 in the private sector. Total Rewards involve the deliberate integration of five key elements that effectively attract, motivate and retain the talent required to achieve desired organizational results. The five key elements are: compensation, benefits, work-life, career development and recognition.

"The U.S. government has some inherent challenges attracting, motivating and retaining talent compared to the private sector," said Paul Rowson, managing director of the WorldatWork Washington, DC, Office and Conference Center. "Government must call upon the trained and certified HR managers among its ranks to provide counsel and guidance on the integration of an entire spectrum of monetary and non-monetary rewards to maximize employee engagement."

Key findings:

- Unique cultures and diverse stakeholder groups, including unions, elected officials, the public, career employees and others, create special challenges in the design, management and implementation of an integrated public sector Total Rewards strategy.
- Total Rewards program elements (compensation, benefits, work-life, career development and recognition) tend to be managed in disparate functions within public sector HR organizations. Some elements are even managed outside of the HR function. For example, the public sector is missing a total rewards opportunity by viewing telework as a contingency plan instead of as an employee benefit that is part of a rewards package.
- Communication is key to successfully integrating Total Rewards in the public sector. Public sector HR managers realize the need to gain the endorsement and support for an integrated rewards strategy from senior leaders, line managers and employees.

For help in integrating total rewards, download a copy of the WorldatWork Total Rewards inventory checklist at *www.worldatwork.org*.

"Total Rewards in the Public Sector: An Opportunity for Integration and Communication" was based on focus group research WorldatWork conducted in October 2009. Nearly 60 HR managers from the public sector participated in six 90-minute sessions held virtually via web conference over a two-week period.

WorldatWork (*www.worldatwork.org*) is a global human resources association focused on compensation, benefits, work-life and integrated total rewards to attract, motivate and retain a talented workforce. Founded in 1955, WorldatWork provides a network of nearly 30,000 members in more than 100 countries with training, certification, research, conferences and community. It has offices in Scottsdale, AZ, and Washington, DC.

PA TIMES to Publish Six Issues

From PA TIMES, pg. 1

The bottom line is that we are curtailing the publication of the paper version to six issues per year. At the same time, we will be providing you with the information on public management developments, some of our columns and ASPA business in an online format.

Like all nonprofits and newspapers, the costs of printing and mailing are skyrocketing and advertising revenue is down, even while we make a commitment to keep our membership fees from rising. ASPA's membership has held its own quite well the past year but the costs of getting you the *PA TIMES* monthly have escalated.

We have decided to take advantage of this financial fact to usher in a long needed transformation in how we serve you, our members, in an era where social and electronic media rule. To coin a popular phrase, a crisis is a horrible thing to waste. So we have made a commitment to provide you with high quality, real time information through an online platform. Stay tuned, as we are still developing the strategy but, shortly we hope to be providing you timely developments in our field, columns, blogs and other news electronically.

This is a big change, but one many of you have told me is overdue. This change will enhance our communication with members, and the field, through a new and expanded medium. The *PA TIMES* entre into the new world of online communications, web 2.0 and social media will increase our connections with you. As it always has, the *PA TIMES* is changing to be relevant with "the times."

The possibilities are exciting – we can create a more relevant, timely and attractive format that will eventually become the *PA TIMES* of the future. Feel free to contact me with your thoughts and suggestions.

ASPA member Paul Posner is the Society's president and a professor at George Mason Univeristy. Email: pposner@aspanet.org

Report Gauges Government's Progress Toward a Fair and Representative Workplace

MSBP Report Notes Progress Made, More to Do

Washington, DC–In a newly released report, "Fair and Equitable Treatment: Progress Made and Challenges Remaining," the MSPB examines the federal government's progress toward achieving a representative workforce and treating all employees fairly. The assessment is based on an analysis of statistical data and Federal employee perceptions of their experiences and treatment in the workplace.

The MSPB found that progress has been made. First, the federal workforce has become more diverse, in keeping with the federal government's commitment to recruit and retain a workforce from all segments of American society. Second, an increasing percentage of Federal employees perceive that they are treated fairly, and a decreasing percentage believe that they have experienced discrimination on factors such as ethnicity/race, gender, and age.

Nevertheless, challenges remain. For example, the percentage of minorities at higher levels of pay and responsibility (such as General Schedule grades GS-14 and GS-15 and the Senior Executive Service) remains below their rate of employment at lower levels. In addition, many employees believe that personnel decisions are often based on factors other than merit, such as favoritism.

As Chairman Grundmann stated, "Fairness–and an engaged, high-performing workforce–require more than the absence of discrimination and prohibited personnel practices. It is essential for agencies to ensure that their HR policies and practices do not create barriers to merit-based selection, advancement, recognition, and retention. We also remind agencies that safeguards and employee protections are a critical component of decentralized, flexible HR systems."

MSPB research also confirmed the importance of employee actions to achieving a representative, high-performing workforce. Data from an MSPB survey on career advancement shows that applicants and employees can do much to improve their prospects for success on the job and for promotion. Federal employees reported that challenging work assignments, a good working relationship with a supportive supervisor, and formal education and on-the-job development could pay substantial dividends. Accordingly, the report includes recommendations for Federal employees who seek advancement within the federal service.

To request a printed copy of the reports, e-mail STUDIES@mspb.gov; call (202) 653-6772, extension 1350, or write: Merit Systems Protection Board, Office of Policy and Evaluation, 1615 M Street NW, Washington, DC 20419.

The reports may also be downloaded from the MSPB's *website at www.mspb.gov.*

Government Job Hunting Tips

The Write Stuff

Ace Your Resume and Cover Letter and Uncle Sam Will Take Notice

Lily Whiteman

If you're seeking a federal job, your applications will likely compete against dozens of others–but that is both bad news and good news. Bad because it means lots of competition, but good because most applicants will quickly wipe out.

Why? Because too many job seekers carelessly churn out applications without regard for what federal hiring managers are looking for. This means you can vault ahead of many of your rivals by tailoring your applications to their wants and needs.

Having served as a federal hiring manager myself and having interviewed scores of other federal hiring managers about their practices, I've collected quite a bit of information that can help your application–resume, cover letter and other forms–stand out from the crowd.

Low Risk, High Reward

Federal hiring managers are looking for low-risk applicants who look like they'll solve, not create, problems for them. To make the cut, you've got to present yourself as just such an individual–and you can do that through your application by:

Taking careful aim. Craft applications tailored for "direct hits" rather than applying to jobs indiscriminately, says Heidi McAllister, who worked as a federal environmental specialist for five years.

You do this, she explains, by reading each job description as a series of questions asking "Have you already done this job and done it well?" You can answer these questions with an emphatic "yes" by using each component of your application to showcase achievements that parallel the demands of your target job.

Suppose, for example, that an opening involves producing Web content. Your application should discuss the Web content you've produced and your training in Web production while citing related positive feedback such as promotions, awards, evaluations, verbal praise and good grades.

If you haven't produced Web content, you can still have success by describing other documents you have produced and explaining how working on them has prepared you to work online.

...too many job seekers carelessly churn out applications without regard for what federal hiring managers are looking for.

Preparing for the "30-Second Test." How long do hiring managers take to decide the fate of your application? About 30 seconds, says Andrew McDonald, a federal engineer and hiring manager.

You can pass the "30-Second Test" if you've crafted an application that broadcasts your most relevant experience early and prominently. To do this, use bullets, short sentences and short paragraphs, omitting any information–such as irrelevant and outdated credentials and personal information–that doesn't advance your case and taking care to define or eliminate acronyms and jargon that can cause readers to get hung up or confused.

Sticking to paper. If your target organization gives you a choice between submitting a hard-copy or online application, opt for hard-copy. Why? Online application systems don't accommodate cover letters, which–with prominence, brevity and punch–can be deal-clinchers. (Don't bother submitting both; one will likely be discarded.)

Further, common federal online systems such as USAJOBS, QuickHire and Avue Central have trouble with text formatting such as bold, bullets and various font sizes.

See RESUME, pg. 13

State, Local Governments Cut Personnel and Benefits

From PERSONNEL CUTS, pg. 1

Half of the respondents, human resources professionals, report that their governments have made changes to their health care plans:

- Increased employee contributions (69 percent)
- Added number of years required to vest (25 percent)
- Added wellness programs, 24-hour nurse lines, or on-site clinics (25 percent)
- Reduced benefits (23 percent)
- Tiered benefits (15 percent)
- Decreased employer contributions (10 percent)

Among the 21 percent whose governments have changed their retirement plans, 73 percent say the changes have not affected current workers and 60 percent say the changes have not affected new hires.

There are signs that governments need a more strategic approach to their talent challenges. Survey respondents said they are struggling to fill certain critical positions, including jobs in engineering, skilled trades, information technology, health care, finance, law enforcement, and top management.

Even furloughs have not produced the savings that had been anticipated in some places. While 61 percent of respondents say that they achieved the savings that had been budgeted, 39 percent said they did not.

"Local and state governments face fiscal constraints for at least two more years, but they also face major talent challenges," said Elizabeth K. Kellar, president and CEO, Center for State and Local Government Excellence. "They must tighten their belts while keeping an eye on their aging workforce. Making sure they have the right people in place to provide critical services is just as important as balancing the budget."

The economic downturn has affected retirement plans, giving governments a little breathing room. Almost half (46 percent) of the survey's respondents report that retirement-eligible employees are postponing their retirements.

The survey was conducted among members of two groups of government professionals: the International Public Management Association for Human Resources (IPMA-HR), and the National Association of State Personnel Executives (NASPE). Of the members who responded to the electronic questionnaire, 78 percent work for local government; 14 percent for state government; 3 percent for federal government; and 5.4 percent for a non-government sector. Some questions elicited more responses than others.

"The survey results highlight the short- and longer-term challenges facing governments," said Neil E. Reichenberg, executive director of IPMA-HR." In the short term, governments need to make sure that they are dealing effectively with the economic downturn, which has required many employers to make painful decisions that have impacted their most important asset–their employees. Governments need to focus on workforce and succession planning so that they can address their talent needs when the economic recovery takes hold."

"It's key that governments utilize workforce plans that consider future talent needs when they are making these difficult staffing decisions forced by the significant fiscal constraints they're experiencing," added Leslie Scott, director of NASPE. "Our member states have noted that for the limited hiring that the states are currently doing, the applicant quality is higher and it's providing an opportunity to hire talented managers who may not have previously considered working for state government."

Read the full survey at http://tinyurl.com/recessionworkforce.

INSIGHTS ON**HUMAN RESOURCES** *by BOB LAVIGNA*

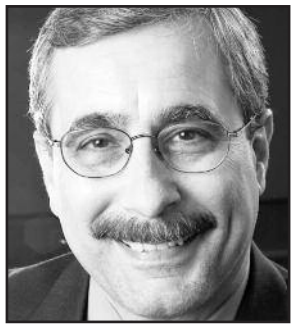
Teach for America: A Model for Attracting and Developing Talent

Bob Lavigna

Many ASPA members probably know about the nonprofit organization Teach for America. If not, you should. Not just because of the great work that TFA does, but also because of how it attracts and develops talent. I believe the Teach for America approach can be a model for government.

In the interests of full disclosure, I have to say that I have a personal connection to TFA. Our younger daughter is a first-year TFA teacher, working at a charter school in one of the poorest sections of Washington, DC. Erin's experience at Teach for America has continually struck me as an experience government should model to recruit, assess, develop and engage talent.

Before I explain, though, I know many of you might wonder why I'm talking about recruiting, given the current grim economic situation in government, particularly in states and municipalities.



When I mention recruiting these days, I often get one of these two responses:

"You must be crazy talking about recruiting when we don't have enough money to hang on to the people we already have;" or

"Why should we recruit? We're flooded with applications from people who have realized that government offers more security and stability than the private sector."

Well, I'm a bit of a contrarian when it comes to recruiting. That is, I think recruiting is something organizations must commit to, in good times and bad. A college placement director recently told me that these are the times that show them who their real friends are. That is, which organizations are going to stick with them even in hard times.

I also recently learned about a study of private sector employers which did indeed show that many firms were cutting back, or eliminating, recruiting. However, this survey also revealed that 14 percent were expanding recruiting–at colleges where, in the past, they didn't think they could compete. These are the organizations that will be successful five or ten years from now. And I think the same goes for government.

As for the "I don't need to recruit because I have tons of applications" argument, I'm a contrarian here too. That's because it's not just about numbers–it's about whether government is attracting the right talent–the best talent. If you're measuring recruiting success by just looking at quantity and not quality, you're off base.

But back to Teach for America. Founded 20 years ago, TFA annually places 4,000 or more teachers in 35 urban and rural areas across the country–all low-income and underserved. Its founder, Wendy Kopp, has executed on her belief that teachers, by going above and beyond traditional expectations, can enable students in low-income communities to achieve at high levels. As a result, TFA is showing that educational inequity is a solvable problem.

The result is a corps of highly-motivated teachers, many drawn from elite colleges and universities, committed to reforming how America educates our children.

In just two decades, TFA has created a "brand" that the best and brightest want to be a part of, despite the enormous challenge of trying to educate children in the nation's toughest environments. The organization has become one of our country's premiere employers of choice. In 2009, Teach for America received 35,178 applicants, many from top universities. According to the Boston Globe, 14 percent of the Harvard class of 2009 applied for TFA.

The Teach for America Approach

How has Teach for America built such a strong brand? Here's how I see it, based on observations as both someone who knows a little about HR and as a dad who has seen how his daughter has been recruited, assessed, trained and developed.

- A clear and compelling mission;
- Aggressive, strategic and coordinated recruiting;
- A rigorous, yet timely, assessment process;
- A comprehensive onboarding process and a commitment to continuous training and development;
- A focus on results; and
- Long-term career support.

The mission. TFA has clearly defined a mission that is direct, actionable and compelling:

"Our mission is to build the movement to eliminate educational inequity by enlisting our nation's most promising future leaders in the effort. We recruit outstanding recent college graduates from all backgrounds and career interests to commit to teach for two years in urban and rural public schools. We provide the training and ongoing support necessary to ensure their success as teachers in low-income communities."

...I think recruiting is something organizations must commit to, in good times and bad.

This mission–to solve one of our nation's most vexing problems–is exciting. No wonder TFA has been able to attract the best graduates, from all fields and demographic groups, and from the nation's top colleges and universities.

Aggressive, strategic and coordinated recruiting. Teach for America has built its strong brand in large part by recruiting aggressively. Each year, TFA recruiters, who are often former TFA corps members, meet one-on-one with up to 30,000 students at hundreds of colleges. "We are not in the business of just going after anybody," said Elissa Clapp, who oversees recruiting. "We are looking for a very specific person." TFA doesn't just put its opportunities on its Web site ("post and pray"). It understands that inspiring the best and brightest young people to devote two years to a tough job requires marketing, communicating and building relationships.

Trained recruiters develop and implement marketing plans; cultivate high-potential students on campus; and build relationships with student leaders, faculty members, administrators, corps members and alumni.

A rigorous, yet timely, assessment process. TFA efficiently and effectively handles thousands of applications each year. The overall process from application to offer

See LAVIGNA, pg. 26

Certified Public Manager Program Creates Professional Development Opportunities

From CPM, pg. 6

national trademarked designation of "Certified Public Manager."

The National CPM Consortium
Certified Public Manager Programs in the United Sates operate under the umbrella of the National Certified Public Manager (CPM) Consortium. The National Certified Public Manager® Consortium establishes and preserves standards for the Certified Public Manager® designation. The National Certified Public Manager Consortium also monitors and accredits all CPM programs in the US. Only accredited CPM Programs are authorized to award the CPM designation which is trademarked to the National CPM Consortium and its member Programs. Accredited CPM Programs are reviewed and re-accredited every 5 years for continued compliance with national CPM standards.

Linking ASPA TO CPM is ASPA's Section on Certified Public Management
In 2007, ASPA created the Section on Certified Public Management (SCPM) *www.aspaonline.org/scpm/* Currently, 500 ASPA members (many are alumni, faculty and students of CPM Programs around the country) are enrolled in ASPA's CPM Section.

ASPA's CPM Section is open to CPM alumni, students faculty etc. and to all ASPA members (whether or not they are affiliated with CPM) that are interested in the concepts, principles and practices of certified public management. The goal of the ASPA Section is to promote the professional development and training of public and not for profit managers in the ethical values and technical competencies associated with outstanding public service.

ASPA's Section for Certified Public Management has adopted as its journal the practitioner oriented, *The Public Manager www.thepublicmanager.org . The Public Manager* along with ASPA's CPM Section and the CPM Program are engaged in a number of cooperative projects and programs at ASPA and CPM regional and national conferences.

Texas CPM Graduates at the Texas Capitol on December 7, 2009, with Texas CPM Director Howard Balanoff & CPM Coordinator Marilyn Balanoff. From left to right are Marilyn Balanoff, Carol Butts, Linda Hicks, Gerald Tempton and David Gaines.

A major goal of the CPM Section is to create and encourage professional development and continuing education programs through the activities of the ASPA CPM Section. The CPM Section also encourages cooperation and linkages with and between local ASPA Chapters and CPM Programs throughout the country. Another goal of the CPM Section is to promote the growth and establishment of CPM Programs in states that are not currently members of the CPM Consortium.

The Texas Model of ASPA and CPM Cooperation
The linkages between ASPA and CPM are highly developed in the State of Texas. CPM participants in Texas are provided with ASPA membership while in the CPM Program. ASPA materials and publications are then used as educational materials in the classroom. In addition, CPM participants are encouraged to participate in local ASPA Chapter activities such as "Public Service Recognition Week". CPM students and alumni are also encouraged to join ASPA Sections that may be of professional interest to them.

Many ASPA members and CPM participants and alumni attend the annual Texas ASPA and CPM Conference and William P. Hobby Distinguished Lecture which normally brings together about 200 CPM students, alumni and ASPA members. ASPA Chapters from all across Texas participate in preparing and hosting this conference by sponsoring panels and presentations of their members. The next scheduled Texas ASPA/CPM Conference is February 12, 2010. For additional conference information go to *www.txstate.edu/cpm*

Another example of collaboration and cooperation between ASPA and CPM that started with the June 15, 2009, Texas CPM Graduation was the delivery to the 54 Texas CPM Graduates of a certificate of completion which was signed by ASPA's Executive Director, the Chair of ASPA's CPM Section and the Director of the Texas CPM Program. This certificate which was in addition to their regular CPM Graduation Certificate, confirmed their graduation from the Texas CPM Program.

On December 7, 2009, 70 Texas CPM students once again received their CPM graduation diplomas and also received ASPA CPM Certificates which confirmed their graduation from the CPM Program. In Nebraska on December 4th graduates of the Nebraska CPM Program also received ASPA Certificates confirming their graduation from the State of Nebraska CPM Program.

A benefit of this 2nd (ASPA) certificate meant that ASPA would register and record the CPM Certification designations (State and Date of Graduation) on file in an ASPA database. This is a major benefit for persons that are alumni of CPM Programs that would elect to continue their membership in ASPA and ASPA's CPM Section. It would allow employers to verify that persons have completed the Certified Public Manager (CPM) Program.

Next Steps for ASPA and CPM
In an effort to promote higher quality professional development and educational services for the public sector, CPM Programs around the country are being encouraged to follow the Texas model and work to more closely tie their state and local CPM Programs into a closer relationship with ASPA. In addition ASPA's executive leadership is committed to exploring ways in which CPM students, alumni and faculty can be added as ASPA members to help build and strengthen ASPA Chapters and Sections. Both organizations realize that closer ties between ASPA and CPM definitely promote a win–win environment for ASPA, CPM and the public service.

ASPA's Task Force for Professional Development and Training is currently exploring ways in which CPM and ASPA can cooperate in the future. On Saturday April 10, 2009, ASPA's Section for Certified Public Management will hold a strategic planning session at the ASPA Annual Conference in San José to promote additional cooperation between ASPA and CPM.

For additional information about CPM go to the National CPM Consortium website which is www.cpmconsortium.com and the Texas CPM website which is www.txstate.edu/cpm You can also contact Howard Balanoff at hb02@txstate.edu

ASPA member Howard Balanoff is professor and chair of The William P. Hobby Center for Public Service at Texas State University. Email: hb02@txstate.edu

Government Managers Looking for Low Risk, High Reward Hires

From RESUME, pg. 10

As a result, online applications can become dense, featureless, forgettable tomes when printed. This can turn off the folks who have to read them, hiring managers say.

Even worse, some online systems convert invalid characters into gibberish before delivering applications to hiring managers. "I've seen online applications that were peppered with upside-down question marks or chunks of misplaced text because the applicant had inadvertently used invalid characters," says McDonald. "It's a shame, because those applications might have been from qualified applicants."

If your target organization only accepts online applications, avoid invalid characters by using only numbers and letters, creating bullets with asterisks and spaces instead of tabs. (To find out if your target organization accepts hard-copy, check the "How to Apply" section of the job announcement. It will identify the documents required for your application and explain how to submit them.)

Simple Steps to Success

The federal government used to require all applicants to take the Civil Service Test; it's history now, though some agencies do require specialized exams. Now federal applications more closely resemble private sector applications.

"For me, the application process was deceptively easy," says federal program analyst Julie Hyman, a recent college graduate. Her first federal application earned her an interview that lead to her current job as a program analyst analyzing budgets for environmental programs.

Here are some tips that can help you ace the common components of federal applications and, perhaps, duplicate Hyman's quick success:

Cover letters: Hit hiring managers with your best shot right away with a concise, lively summary of your best credentials and how they match the skills and tasks demanded by your target job.

In a few paragraphs, emphasize what you offer the employer and why you want to help advance its agenda rather than why "this job would be the perfect next step for me," advises McAllister.

In other words, your letter should ask not what the employer can do for you but what you can do for the employer.

Resumes: Each federal job announcement inventories the information required from applicants. Because applicants for federal jobs are usually required to provide very specific details, such as the exact starting and ending dates of each job they have held, functional resumes–which generally speaking, highlights skills rather than achievements–aren't a good idea.

Instead, sequence your jobs and degrees in reverse chronological order. Present each job description as a list of relevant, terse bullets that starts with an action verb and describe concrete achievements. An example: "Managed invitations for a conference attended by 500 professionals."

Include information on how to access related information, such as a list of your publications, the addresses of relevant Web sites you created, relevant volunteer work you have done, and other credentials related to your target job.

Short-answer questions: If you're asked to rate your level of experience via multiple choice or true-false questions, remember that only applicants who receive the highest ratings in almost all short-answer questions qualify for most jobs. As a result, give yourself the highest rating you can without lying.

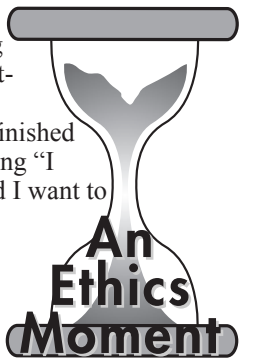
To do so, carefully consider your experience and interpret it liberally. For example, suppose you're asked whether you have supervisory experience. If you're a team leader who assigns work, you can legitimately claim to possess supervisory experience even if you never served as a first-line supervisor.

Essay questions: Known as KSAs (short for Knowledge, Skills and Abilities), these questions are part of the application for most white-collar federal jobs and address communication, management and technical skills.

Answer each KSA with a bulleted, annotated inventory of relevant successes or with fewer, more comprehensive, success stories. Carlos Rodriguez, a federal international affairs specialist and forestry policy professional whose KSAs have recently helped him land several interviews for ex-

See RESUME, pg. 14

Blindsided–Suddenly and Abruptly!



A city manager's code of survival requires arithmetic skills embellished by political commonsense—namely, how to count to three when your city commission has five members and rumors are circulating that your head is on the chopping block. Learning how to count matters but city managers are not always the best mathematicians. One can be blindsided and unceremoniously dumped. Consider the case of the former city manager of Lake Wales, Florida. Tony had been the city manager for eight years and was proud of the achievements he had brought to the community of 12,000. In his words, "I was blindsided. There was no process, no warning, not one commissioner coming to me with a list of concerns and timetables."

Disturbed and perturbed by this brusque treatment, Tony decided to challenge the commission 3-2 majority and faced the unpleasant prospect of publicly being fired. As he put it, "I was warned early in my city management career that you should not wrestle with a pig—you and the pig end up in the mud, and the pig loves it!" But wrestle he did. His $110,000 salary was on the line along with his reputation. At the public hearing an overflow crowd of 100 people wore green ribbons in support of Tony and many speakers urged the commissioners to give Tony an opportunity to correct any problems. A standing ovation from those attending the meeting erupted when Tony finished his statement by saying "I love Lake Wales, and I want to continue to serve."

Tony lost the match.

Questions

1. Is fairness or lack thereof an ethical issue?

2. Should Tony have challenged the commission majority in the way that he did?

3. Shouldn't Tony have respected the commission as a democratic body that was fully within its rights to fire him?

Based on a real case: See www.theledger.com/article/20090729/NEWS/907299930 and http://www.theledger.com/article/20090724/NEWS/907249890 accessed 27 September 2009

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

Persistence Important in Government Job Hunting

From RESUME, pg. 13

ecutive jobs, recommends "structuring each success story to identify the problem you addressed, your actions, results and any positive feedback you earned."

Limit each KSA answer to one written page. Don't feel obligated to fill the space provided; if you can make a case for yourself clearly and quickly, do so.

Other documents: Hiring managers recommend attaching additional documents, such as professional or student publications or a strong reference, to your hard-copy applications when possible (and even if not solicited). Some online systems allow you to reference publications or provide Web links to support your application.

Don't Give Up

If you're rejected from one or more of your target jobs, remember that persistence is just as important to federal job searches as private sector hunts. Why? Because each federal job is filled by different hiring managers using different criteria, the person who passes on one of your applications may not see your next one.

What's more, every job search is, to some degree, a numbers game: The more suitable openings you find and target, the better your chances will be of success. Your next application could hit the bull's eye.

Lily Whiteman is the author of the critically acclaimed How to Land a Top-Paying Federal Job (Amacom), the careers columnist of Federal Times, and a senior writer at the United States National Foundation (NSF). Her website is IGotTheJob.net. The views expressed here do not necessarily represent the views of NSF.

Reports on the Web

Featured Report: "Fair and Equitable Treatment: Progress Made and Challenges Remaining." The MSPB examines the federal government's progress toward achieving a representative workforce and treating all employees fairly. The assessment is based on an analysis of statistical data and federal employee perceptions of their experiences and treatment in the workplace.

www.mspb.gov

GAO Reports:

- National Airspace System: Regional Airport Planning Could Help Address Congestion If Plans Were Integrated with FAA and Airport Decision Making.
- Medicare Advantage: CMS Assists Beneficiaries Affected by Inappropriate Marketing but Has Limited Data on Scope of Issue.
- Information Sharing: Federal Agencies Are Sharing Border and Terrorism Information with Local and Tribal Law Enforcement Agencies, but Additional Efforts Are Needed.
- Rural Water Infrastructure: Improved Coordination and Funding Processes Could Enhance Federal Efforts to Meet Needs in the U.S.-Mexico Border Region.
- FCC Management: Improvements Needed in Communication, Decision-Making Processes, and Workforce Planning.
- Results-Oriented Cultures: Office of Personnel Management Should Review Administrative Law Judge Program to Improve Hiring and Performance Management.

www.gao.gov

Other Reports/Online Resources:

- Nelson A. Rockefeller Institute of Government, *www.rockinst.org*
- Bob Behn's Public Management Report *www.ksg.harvard.edu/TheBehnReport/February2010.pdf*
- Public Entity Risk Institute *www.riskinstitute.org*
- State and Local IT Report *www.1105govinfo.com*
- Center for State and Local Government Excellence *www.slge.org*
- International Public Management Association for Human Resources *www.ipma-hr.org*
- International City/County Management Association *www.icma.org*
- Institute for Local Government *www.ilsg.org/*
- The Kaiser Family Foundation *www.kff.org*
- The PEW Charitable Trusts *www.pewtrusts.org*
- Markle Foundation *www.markle.org/*
- Governing Magazine *www.governing.com*
- Government Executive *www.govexec.com*

Send a report for this column to Christine McCrehin at cjewett@aspanet.org.

WTS Where Things Stand

National Prescription Drug Monitoring Panel Recommends Interstate Compact

Lexington, KY–A national advisory panel comprised of state legislators, federal agency representatives and other key stakeholders has developed recommendations for an interstate compact that would allow prescription drug monitoring programs from different states to share limited data.

The panel was convened by The Council of State Governments and has met twice to discuss interstate prescription drug monitoring.

Among the recommendations was development of a central hub that would filter information exchanged between states in a manner that respected the usage restrictions specified by the state sending data. This information hub would involve the formation of an interstate commission to administer the compact.

During their meetings, panel members expressed their concerns about the trend in the misuse of some prescription drugs, with particular emphasis on Schedule II–V pharmaceutical products. Forty states have enacted drug monitoring programs.

Interstate compacts function, legally, as a contract between the states. There are more than 200 interstate compacts and most states belong to more than 20 different interstate compacts.

For more information visit *www.csg.org/programs/policyprograms/NCIC*.

West Virginia Responsible Government Launches Web Site to Provide Valuable Project Information

Charleston, WV–Gov. Joe Manchin recently announced the launch of a new web site for the West Virginia Responsible Government program, an initiative coordinated through the Pew Center on the States. The web site is available at *www.responsible.wv.gov*.

The goal of this initiative is to strengthen state operations by adopting best practices to make government run even more efficiently and transparently. Gov. Manchin developed a vision of West Virginia in 2012, called "West Virginia Responsible Government," by identifying quality of life, economic, and government improvements in a statewide, strategic plan that requires all state agencies and employees to begin working toward creating more fiscally accountable operations. The governor's vision is posted on this web site.

Other features of this site include a project overview, impact and results, a news center, frequently asked questions, and resources. Continued enhancements to this site are forthcoming.

The West Virginia Responsible Government initiative is part of a partnership with the Pew Center on the States that began in early 2009. West Virginia is one of three states, including Georgia and Ohio, chosen for Pew's Management Lab, focusing on specific challenges to improve statewide results to be shared with other states to spur government improvements nationwide. Pew has been examining all 50 states' management of money, people, information, and infrastructure for more than ten years.

Landfills Turn Trash into Power and Greenhouse Gas Reductions

Projects Recognized for Innovative Use of Landfill Gas

Washington, DC–The U.S. Environmental Protection Agency (EPA) is recognizing eight landfill methane capture projects for their innovation in generating renewable energy and reducing greenhouse gas (GHG) emissions. The winners include one of the largest landfill gas (LFG) to liquefied natural gas facilities in the world, located in Livermore, CA.

Methane, a primary component of LFG, is a GHG with more than 20 times the global warming potential of carbon dioxide. Using LFG provides a significant energy resource, prevents GHG emissions, and reduces odors and other hazards associated with emissions. This year's Landfill Methane Outreach Program (LMOP) winning projects will avoid the emissions of 546,000 tons of carbon dioxide equivalent per year, the equivalent of annual GHG emissions from nearly 100,000 passenger vehicles.

Awards were given in three categories: Projects of the Year were given to the University of New Hampshire EcoLineTM Project, Rochester, NH; Jefferson City, Missouri Renewable Energy Project, Jefferson City, MO; The Altamont Landfill Resource and Recovery Facility, Livermore, CA; Ox Mountain LFG Energy Project, Half Moon Bay, CA; Sioux Falls Landfill & Poet LFG Pipeline, Sioux Falls, SD and the Winder Renewable Methane Project, Winder, GA. The State Partner of the Year was given to the Kansas Department of Health and Environment, and the Community Partner of the Year was awarded to the Kent County Department of Public Works, Byron Center, MI.

EPA's LMOP has assisted with more than 450 LFG energy projects over the past 15 years. The United States currently has about 509 operational LFG energy projects. The LFG electricity generation projects have a capacity of 1,563 megawatts (MW) and provide the energy equivalent of powering more than 920,000 homes annually.

The direct-use projects provide an additional 304 million standard cubic feet of LFG per day and provide the energy equivalent of heating more than 715,000 homes annually. Direct-use LFG energy projects do not produce electricity, but instead use LFG as an alternative to replace another fuel such as natural gas or coal.

More information on the awards: http://www.epa.gov/lmop/partners/award/index.html More information on the LMOP program: http://www.epa.gov/lmop

2010 Not Off to a Great Start for Many Single Mothers

Unemployment among women who maintain families without the support of a spouse is at 13 percent as of December 2009, the highest rate in more than 25 years, according to figures released by the U.S. Bureau of Labor Statistics. That figure has grown by 0.8 percentage points since the Institute for Women's policy Research released a fact sheet Unemployment Among Single Mother Families (September 2009) and 2.7 percentage points since January 2009. Their unemployment has nearly doubled since the start of the recession in December 2007.

Women are currently 49.9 percent of nonfarm employees on payrolls. As more families, both dual earner couples and single mother families, are increasingly relying on the earnings of women, greater attention needs to be made to pay equity. Women working full-time earned only 81 percent as much as men who worked full-time in the third quarter of 2009. These seasonally unadjusted data show increases in married men's unemployment and decreases in married women's unemployment; the seasonally adjusted data show a decrease in married men's unemployment from November to December 2009 and little change for married women. (Seasonally adjusted unemployment data are not available for women who maintain families.)

For more information visit The Institute for Women's Policy Research at www.iwpr.org.

INSIDE:

ASPA TIMES

Advancing excellence in public service. . .

National Council Representative District Winners

District I

William Ciaccio

New York City Transit Authority

District II

P. Ann Cotten

Univeristy of Baltimore

District III

Phin Xaypangna

Mecklenberg County, NC

District IV

Sherri Greenberg

University of Texas, Austin

District V

J. Paul Blake

Seattle Public Utilities

Liou Elected ASPA Vice President

Kuotsai "Tom" Liou Will Assume Presidency of Society in 2012

ASPA member Kuotsai "Tom" Liou, a professor at the University of Central Florida, will officially accept his elected position during ASPA's Annual Conference in San José, CA, April 9-13, 2010.

Christine McCrehin

Kuotsai "Tom" Liou, a professor at the University of Central Florida, has been elected ASPA vice president and will become president of the organization in 2012. Liou will officially assume the office of vice president at ASPA's Annual Conference in San José, CA, April 9-13, 2010.

At that time, Meredith Newman, professor and director of the School of Public Administration at Florida International University, will become president replacing Paul Posner, a professor at George Mason University, who will become immediate past president. Erik Bergrud, senior director, community and government relations for Park University will become president-elect. Newly elected National Council members will also assume their seats at the conference (see list at left).

Liou has served the society on local, national and international levels and has 30 years of professional public service experience as a practitioner and professor.

After receiving the news of his election, Liou agreed to take a few moments to tell *PA TIMES* readers a bit about the goals he has for his tenure as an ASPA officer.

How does it feel to be elected vice president of ASPA? I am honored to be elected vice president, and I am grateful for the support of many friends at the local, na-

See ASPA VP, pg. 19

James Lager Wins 2009 *PA TIMES* Best Article Award

Washington, DC–The *PA TIMES* is pleased to announce that the October 2009 article "Have a Problem with Compliance?" by James M. Lager, has been selected as the winner of its 2009 H. George Frederickson Best Article Award. Lager is the deputy ethics counselor at the U.S. Government Accountability Office (GAO).

When informed of his win, Lager had this to say, "I was pleased to have the opportunity to add my voice to this important community of public servants, and grateful for the unexpected honor."

Comments from members of the selection committee included their judgment that the article provided a different perspective from the usual nostrums, and that it offered some useful ways of thinking about how to improve organizational behavior and advance key organizational values, interesting enough to appeal to academics but grounded enough to make sense to practitioners.

Created in 2002, the *PA TIMES* Best Article Award has been presented annually ever since. In 2009, the award was renamed the H. George Frederickson *PA TIMES* Best Article Award, to honor former ASPA president and *PA TIMES* founding father H. George Frederickson.

This year's award will be presented during the annual Awards Ceremony at ASPA's Annual Conference, April 9-13, in San José, CA.

The 2008 winner was "Dalton, Georgia's Response to Immigration," by William E. Baker and Paul A. Harris. All winning articles are on the ASPA website at *www.aspanet.org*.

If you would like more information on publishing an article in PA TIMES, please contact Christine Jewett McCrehin at cjewett@aspanet.org for a copy of our submission guidelines.

Halachmi Wins ASPA's Paul P. Van Riper Award

Washington, DC–Arie Halachmi has been chosen as the recipient of the prestigious 2010 Paul P. Van Riper Award for Excellence and Service. This award pays tribute to an ASPA member who has made significant contributions to the academic and practitioner communities of public administration.

Halachmi has been with Tennessee State University since 1978. He has been a research professor at Sun Yat San University (China) for the last 15 years and a Fellow of the Dutch Institute of Government from 1994 to 2001. He is a former President of the Tennessee Chapter of ASPA, SECOPA and the International Working Group on Public Sector Productivity. He consulted governments in Europe, South-East Asia, and South America.

The award will be presented during the ASPA Awards Ceremony to be held in conjunction with ASPA's Annual Conference in San José, CA.

PRESIDENT'S COLUMN *Paul Posner*

Guest Columnist: ASPA Vice President Erik Bergrud

What I Learned During My "ASPA Sabbatical"

Erik Bergrud

I didn't intentionally set out to take a break from active engagement in ASPA. After all, I had served ASPA in multiple volunteer and staff roles continuously for 15 years.

However, in 2007, the president of Park University nominated me for acceptance into the Greater Kansas City Chamber of Commerce's highly competitive Centurions Leadership Program, which attracts applicants from the region's major employers.

After participating in a formal interview, I received my acceptance letter in the summer of 2007. Over the next two years, I undertook an interesting journey of discovery, a journey which challenged my personal and professional values and pre-conceived notions about what "public service" means.

Before continuing my story, I should provide you with a little background information about myself. I earned an undergraduate degree in sociology and a master's degree in public affairs (MPA). I have spent my entire professional career in higher education administration and association management.

When I attended my first official Centurions function, I felt oddly out of place. During my university days, my classmates had been liberal arts majors or government/nonprofit employees. Now, I suddenly found myself surrounded by rising corporate executives, architects, bankers and attorneys–not your typical ASPA audience!

The Centurions Leadership Program operates on a nine-month calendar and consists of several elements: a retreat at the beginning of the program year, monthly day-long "task forces" focused on key issues or challenges facing the Kansas City area, a two-day benchmarking trip to another city and a significant community service component. Program participants are required to organize one task force and to serve on a program committee.

The typical program participant possesses a "Type A" personality and is driven to succeed. When Centurions are assigned to task forces or committees, they enter an environment in which excellence is demanded and 100 percent participation is expected.

Task force members try to solicit the most prominent local speakers and solicit external funding in order to stage spectacular events. To give you a better sense of the substance of these task forces, let me share with you the agenda of the October 2008 event I co-chaired, which addressed politics and elections and took place at the Truman Presidential Library and Museum:

- A conversation with three U.S. Senate staff representatives on how Senate offices actually operate
- A panel session, entitled "How the Levers of Power are Controlled in Kansas City" (this panel discussion included two county executives, two political newspapers and a newspaper publisher; it was co-hosted by two local political radio talk-show hosts and was broadcast on a tape-delay basis)
- A Truman Presidential Library and Museum tour
- A government relations advocacy panel (this discussion included four government relations professionals who explained the inner-workings of legislative advocacy on the state and national levels)
- A workshop on Advocacy 101 (a facilitated mini-workshop)

We even developed outcome measures for the event and were later invited to brief the Chamber of Commerce's Board of Directors on what attendees learned that day.

The Centurions' motto is "learn, lead, serve." Though listed third, the service component of the program provides the most meaning and, arguably, the most poignant education in terms of the real problems faced by Americans today.

During my first year in the program, I completed 28 hours of community service, and 35 hours in the second year. Some of my most memorable experiences included: riding in the back of a van and delivering clothes and hot chili to the homeless on the streets of Kansas City, conducting mock interviews for women eager to transition their careers in the midst of a challenging economy, and playing with abused and neglected children, bringing some joy to them on Valentine's Day 2008.

Centurions passionately commit themselves to leaving their mark in the community. I served on the program's Legacy Committee, as the name implies, responsible for identifying a project that will create a lasting legacy. My classmates and I decided to endow a scholarship at a local community college to assist students from Kansas City's urban core pursue their dream of a college education. We began our year with a goal of raising $10,000. We actually raised more than twice that total.

Visiting San Francisco and Charlotte on our benchmarking trips not only exposed me to some intelligent practices in those cities, but also challenged me to view my city differently once I returned home. In San Francisco, we got a behind-the-scenes look at Recycle Central, where materials are separated into commodities that are sold to manufacturers, turning discards into new products. We also took a walking tour of the Tenderloin neighborhood and learned how a local nonprofit organization is making a real difference in the lives of low-income families. In Charlotte, we learned how public, private and civic leaders collaborated to launch and expand that city's popular light-rail system.

The Big "Takeaways"

Reflecting on my two-year experience, I have identified three major "takeaways" that will guide me during my tenure as an ASPA officer:

- Participating in the Centurions program challenged me to reconsider my long-held beliefs that the public and nonprofit sectors hold a monopoly on being committed to solving the challenges facing our society. I discovered that many of Kansas City's established and rising corporate leaders have dedicated themselves to civic engagement and civic progress. The leading driver for sustainability in the Kansas City region, for instance, is actually the Greater Kansas City Chamber of Commerce, buttressed by the many architectural and engineering firms headquartered here.
- I witnessed how the culture of an organization affects individuals' behavior and "ownership." Participating in committees, which adhered to hard deadlines and whose members willingly brought external (both financial and in-kind) resources to the table, provided me additional motivation to perform exceptionally.

Maybe the ASPA experience, and my service as an ASPA officer, would be more significant and relevant if we were to "have class outside" once in a while?!

- My classmates and I learned more about the challenges facing our community once we left our comfortable meeting rooms and actually engaged with individuals on the streets and in the myriad facilities operated by local nonprofit organizations.

One of the routes I travel to my monthly ASPA chapter meeting takes me past a soup kitchen where I served lunch to a long line of hungry and needy individuals of four generations, as well as past two street corners frequented by our community's homeless population.

Attending future ASPA meetings and annual conferences will be forever changed as I contemplate whether we are really accomplishing anything of lasting impact. Maybe the ASPA experience, and my service as an ASPA officer, would be more significant and relevant if we were to "have class outside" once in a while?!

ASPA member Erik Bergrud is the Society's vice president. He is senior director, community and government relations for Park University. Email: ebergrud@aspanet.org.

SECoPA Presents 2009 Boorsma Award to Jae Moon

ASPA President Paul Posner, ASPA member Arie Halachmi and Peter B. Boorsma (for whom the award is named) pose with 2009 Boorsma Award Winner Jae Moon.

ASPA Contributors

Supporting Contributors

Sarah J. Taylor-Rogers
Baltimore, MD

Jeremy F. Plant
Middletown, PA

Vera Vogelsang-Coombs
Cleveland, OH

Robert F. Abbey, Jr.
Bowie, MD

Becky L. Schergens
Arlington, VA

Faisal H. Hamed
Riyadh

James Edwin Kee
Washington, DC

James M. Grant
Van Nuys, CA

Martin Novak
Springfield ,VA

Ingrid Reed
New Brunswick, NJ

Josephine M. LaPlante
Bath, ME

Donna Lee Taylor
Sherwood, AR

James W. Beeks, Sr.
Lawrenceville, GA

Sustaining Contributors

Anne M. Swafford
Kansas City, MO

Bruce A. Rodman
Naperville, IL

Individual Contributors

Robert Slauch
Oxford, PA

Mary R. Hamilton
Waterloo, NE

Christ J. Zervanos
Harrisburg, PA

Patricia S. Florestano
Annapolis, MD

James Nordin
Fairfield, CA

New Professional Contributors

Christ J. Zervanos
Harrisburg, PA

Michael J. Boyle
Edgewater, MD

Endowment Contributors

Charldean Newell
Denton, TX

Chester A. Newland
Sacramento, CA

Christ J. Zervanos
Harrisburg, PA

Allen C. Haile
San Luis Obispo, CA

Donald C. Menzel
Tampa, FL

Newly Elected ASPA VP Liou Discusses Goals for His Term

From ASPA VP, pg. 17

tional and international levels.

It has been a positive learning experience for me to contact many friends for the last several months and to listen to their concerns and suggestions about ASPA's future development.

What are the issues or goals that you plan to address once in office? I am concerned about the issues of promoting diversity and accountability in public service; strengthening our capacity to address new challenges; developing international collaborative initiatives; enhancing technology applications; and encouraging participation by young scholars and practitioners. These issues have been mentioned in our ASPA strategic plan, and I want to emphasize them in my term and develop successful strategies to achieve these goals.

What will you do over the next two years to ensure your goals can be achieved? I look forward to working with the current leadership team to address these important issues of diversity, accountability, capacity, and collaboration. I want to contact many members, especially young members, to listen to their suggestions and to encourage their participation and contributions. I also want to reach out to other public professional organizations to seek their collaboration and develop partnership opportunities.

Where would you like to see ASPA once you finish your term as president? I would like to see ASPA strengthen its financial resources, technology and social media utilization and active chapters and sections. In addition, I would like to see ASPA recognized as the most effective advocate for public service in America and as the leading organization in the world promoting scholarship and professionalism in public service.

Anything you would like to add? It is an exciting time to be a part of ASPA leadership! I appreciate the support from our members. I am ready to work collaboratively with all stakeholders to address challenging issues and to enhance the success of ASPA. Please contact me if you have any suggestions (ktomliou@yahoo.com). Thank you.

ASPA Executive Director Participates in ICPA Conference

ASPA Executive Director Antoinette Samuel and Zhu Xiaoning, professor at the School of Political Science and Public Administration, University of Electronic Science and Technology of China, Chengdu, P.R. China sign a renewal of our Cooperative Working Agreement to continue our co-sponsorship of the International Conference on Public Administration (ICPA).

ASPA Announces Speakers for Annual Conference

April 9-13, 2010 • San José, CA

www.aspanet.org

Paul Volcker–Chairman of President Obama's newly formed Economic Recovery Advisory Board, former Chairman of the Federal Reserve (*speaking a the Elliot Richardson Lecture*).

John Berry–Director of the United States Office of Personnel Management (OPM) (*speaking at the Opening Plenary*)

Norman Mineta–Former U. S. Secretary of Transportation (*honorary conference chair*).

David Walker–President and CEO of The Peter G. Peterson Foundation, Former U.S. Comptroller General (*speaking at the National Public Service Awards Luncheon*).

ASPA in Brief

Section on Public Administration Research (SPAR)

ASPA's Section on Public Administration Research (SPAR) is seeking nominations for its sixth annual book award for public administration scholarship.

Books with copyright dates in either 2008 or 2009 are eligible. The book's orientation may be quantitative, empirical, interpretive, ethnographic, historical, archival, normative or theoretical.

Textbooks and edited volumes are not eligible. A maximum of two book nominees will be considered from any single publisher.

Evaluative criteria include outstanding accomplishment of the research objectives, high-quality writing, and potential to constitute a lasting contribution to the public administration literature.

The winner of the award will receive a plaque, a small honorarium, and notice published in the *American Review of Public Administration*. The award will be presented at the SPAR section meeting in San José, CA, at the 2010 ASPA conference.

Nominations, including a short justification relative to the above criteria, should be made via email to *stgooden@vcu.edu*. The actual book should be mailed to the chair of the Committee: Susan Gooden and her committee members.

2010 ASPA Conference Registration Open

ASPA's 2010 Annual Conference, Invigorating Public Service for Change, will be held April 9-13 in San José, CA, at the San Jose Fairmont. ASPA is pleased to announce that registration is now open for the conference. To register for the conference, visit *www.aspanet.org*.

A limited number of sleeping rooms are available at the San Jose Fairmont at a discounted group rate of $149.00 plus applicable taxes. Triple and quad rates are slightly higher. You must identify yourself as being with the American Society for Public Administration or ASPA in order to receive the discount. Reservations must be made prior to March 18, 2010, to qualify for the group rate. Reservations made after this date will receive the discount on a space available basis only. These discounted rates are available three days prior to the conference and three days post conference. Hotel reservations can be made by contacting the San Jose Fairmont at 1-408-998-1900 or 1-800-441-1414.

For more information about conference registration, contact Patricia Yearwood at pyearwood@aspanet.org or 202-585-4309.

For more information about hotel registration and general conference inquires, contact Judy Miller at *jmiller@aspanet.org* or 202-585-4306.

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!

New Editor of *Public Administration Review* Sought for 2012

Due to term limits specified in ASPA's bylaws, the six-year term of Richard J. Stillman, II as editor-in-chief of ASPA's flagship publication will end in 2011. ASPA will be accepting proposals for the next editor-in-chief in early 2010.

The full Request for Proposal is available on ASPA's website (*www.aspanet.org*) and a "bidders' summit" will be held in San José, CA, in April; coincideing with the ASPA Conference.

Do not miss this opportunity to lead a journal that consistently earns a top-three impact factor, renews at an outstanding 97 percent and boasts an international readership that rivals the United States.

Public Administration Book Proposals Welcome

The "ASPA Book Series in Public Administration and Public Policy," publishes books that are relevant to ASPA members and practitioners. The ASPA Series is a partnership between ASPA and Taylor & Francis, a leading publisher. So far, six books have been released with another nine in press or in development.

In addition to the ASPA Series, Taylor & Francis publishes a well-established "Public Administration and Public Policy" book series with over 140 titles that broadly bridge theory with practice and can be used in practice or in classroom settings.

We consider single authored, co-authored and edited works. Have an idea? Waiting to write a book? A simple paragraph to Evan Berman, the editor-in-chief of both book series, is sufficient to get the discussion going. Contact him at *evanmberman@gmail.com*.

Possible book topics include: Measuring the Performance of Health Care Organization; Measuring the Performance of Educational Organizations; Productivity Enhancement in Health Organizations Benchmarking; Pension Management; Outsourcing; Debt Management; Employee Performance Appraisal; Affirmative Action; Performance Budgeting; Benefits Administration; Labor-Management Cooperation; Statistical Methods in Public Administration; Effective Management Communication; Media Strategies in Public Administration; Job Analysis; Government Regulation of Business; Organizational Revitalization; Distributed Data Processing; Labor Contract Negotiations; Procurement Management; Economics for Public Administration; Revenue Forecasting; Age Discrimination; Reasonable Accommodation; Strategic Planning; Capital Budgeting; Government Financial Condition; Organization Development; Job Security; Accountability; Government Accounting and Standards; The Auditing Function; Team Development; E-Government

Want to know more? You can see examples of past books at: *www.aspanet.org/scriptcontent/books.cfm* and *www.crcpress.com/ecommerce_product/browse_book_categories.jsf?category=PAD*

We look forward to hearing from you.

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.

ASPA Book Series Introduces New Publication

ASPA, in partnership with Taylor and Francis Group, are proud to present *The New Face of Government: How Public Managers Are Forging a New Approach to Governance* by David E. McNabb. The latest title in The ASPA Series in Public Administration and Public Policy explores how leaders at the federal, state and local levels are changing the art and practice of government and how public managers are shaping and guiding government's response to the transformation.

Visit *www.crcpress.com* for more information on this book and to order your copy today. ASPA members receive a 15 percent discount on this and other books in the series. Simply enter the promo code 392DP at check out.

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

New ASPA Members

ASPA welcomes the following new members from the months of NOVEMBER and DECEMBER 2009.

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

Prince Amadioha	Arizona
Phillip Barr	Arizona
Heidi Holloway	Arizona
Harper Johnson	Arizona
Tony LoGiudice	Arizona
Megan O'Dell	Arizona
Melissa Palopoli	Arizona
Barbara Sherrill	Arizona
Marlayne Smithbolden	Arizona
Angie D. Varela-Cephas	Arizona
Scena Webb	Arizona
Johnnie Campbell	Arkansas
Ashley Muldrew	Arkansas
Arlinda Arriaga	At Large Member
Linda Berta	At Large Member
Kwasi P. Boah	At Large Member
Amrin Habib	At Large Member
Jessica McClure	At Large Member
Kenneth Mills	At Large Member
John D. Riggins	At Large Member
Gloreatha Scurry-Smith	At Large Member
Tyler Selbrade	At Large Member
Jose Wabo	At Large Member
Ralindsay Wells	At Large Member
Angela Workman	At Large Member
Kathlyn Worrell	At Large Member
Kiesha Jackson	Bakersfield California
Toya Woodson	Bakersfield California
Emily Balanoff	Centex
Houmma Ayena Garba	Centex
Michelle Morrow	Centex
Shawn Morrow	Centex
Kenneth Mosher	Centex
John Norton	Centex
Maureen Hurley	Central California
Nicole Lee-Rodriguez	Central California
Sara Waldron	Central California
Mark Brewer	Central Florida
Lonnie Brinson	Central Florida
Diana Darthard	Central Florida
Heather Lambert	Central Florida
Angela Denise Montgomery	Central Florida
Eutil Murray	Central Florida
Jose Rivera	Central Florida
Breezi Stanislaus	Central Florida
Lindsay J. Tannahill	Central Florida
Kelli Taylor	Central Florida
Charles Gregory	Central Illinois
Kymika Okechukwu	Central Illinois
Randilynn Parr	Central Illinois
Susan E. Zinner	Central Illinois
Cassie Tritthart	Central Missouri
Irene Adams	Central New York
James Brown	Central New York
Tarves Lord	Central New York
Simpson Snoh	Central New York
Tiffany Murphy	Central Ohio
David M. Sanko	Central Pennsylvania
Georgette Selecky	Central Pennsylvania
Ivorie Hayes	Central Piedmont
Mary Muckenfuss	Central Piedmont
Kimberly Pearson-Brown	Central Piedmont
Tamika Russell	Central Piedmont
Brian S. Thomas	Central Piedmont
Matthew Berry	Chicago Illinois
Charles Braxton	Chicago Illinois
Clinton Brown	Chicago Illinois
Gregory Greenman, II	Chicago Illinois
Charles Gregory	Chicago Illinois
Arnita Hodge	Chicago Illinois
Brian Jordan	Chicago Illinois
Jay Peller	Chicago Illinois
Selena Smith	Chicago Illinois
Andrew Thomas	Chicago Illinois
Andrea Williams	Chicago Illinois
Zakia Williams	Chicago Illinois
Antoine (Kossi) Gbekobu	Colorado
Ernest JonesIII	Colorado
Donald Reed	Colorado
Kristin Schumacher	Colorado
Nora Bishop	Connecticut
Janice Castle	Connecticut
Stefanie Cunningham	Connecticut
Krystal Frazao	Connecticut
Sarah Geary	Connecticut
Abigail Gifford	Connecticut
Abdellatif Hissouf	Connecticut
Jonathan G S Koppell	Connecticut
Sara Miner	Connecticut
Vanessa Perry	Connecticut
Chelsea Ross-Garretson	Connecticut
Medora Woolridge	Connecticut
Lisa Bynum Yalley	Delaware
Phyl'licia L. Dixon	Delaware
Samuel Guy	Delaware
Usheil Floyd	Detroit Metro Area
Nakia Henderson	Detroit Metro Area
Coretta Houge	Detroit Metro Area
Christina Jeter	Detroit Metro Area
Brent Pernak	Detroit Metro Area
Brea Volsan	Detroit Metro Area
Lisa Wesley	Detroit Metro Area
Mildred Williams	Detroit Metro Area
Samantha Hutchinson	East Georgia
John Peery	East Georgia
Brandy Tookes	East Georgia
Heehoon Kang	Empire State Cap. Area
Emily H. Schwartz	Empire State Cap. Area
Megan Tangjerd	Empire State Cap. Area
Alicia L. Young	Empire State Cap. Area
Clarise Burton	Evergreen
Jeffrey Cohen	Evergreen
Michaela G. Favre	Evergreen
Ruth Fuller	Evergreen
Eustace Mazila	Evergreen
Kelli Robinson	Evergreen
Stephanie Schwenger	Evergreen
Seidah Abu-bakir	Georgia
Trisha Baker-James	Georgia
Viki Byron	Georgia
Kay Cartwright	Georgia
Barbara Catus	Georgia
Carol Chateau	Georgia
Melina Childs	Georgia
Jaime Conner	Georgia
Louis Ebodaghe	Georgia
Rikka English	Georgia
Michelle Griffin	Georgia
Tiffany Haigler	Georgia
Tempest Harris	Georgia
Carmen Hayes	Georgia
Michael Hoffman	Georgia
Charlie Hyman	Georgia
Estela Kennen	Georgia
Angela Newson	Georgia
Emmanuel Nkenke	Georgia
Isoken Okpurukre	Georgia
Olusegun Olawale	Georgia
Stacie Parkins	Georgia
Eric Quarles	Georgia
Aleshia Reed	Georgia
Kim Sanders	Georgia
Candice Simpson	Georgia
Judith Small-Benn	Georgia
Christy Smith	Georgia
Sherrich Thegg	Georgia
Gussie Williams	Georgia
Wayne Woods	Georgia
T. Lucas Hollar	Gold Coast
Stenia Reid-Hall	Gold Coast
Ashley Carvalho	Greater Birmingham
Ozge Cavusoglu	Greater Birmingham
Tony Dreher	Greater Birmingham
Meghane Gainey	Greater Birmingham
Rallisa Jones	Greater Birmingham
Mary Layton	Greater Birmingham
Michael Luczka	Greater Birmingham
Cheraton McKinney	Greater Birmingham
Cassandra McLendon	Greater Birmingham
Charlotte McLendon	Greater Birmingham
Cassandra H. Milton	Greater Birmingham
Kayla Retherford	Greater Birmingham
Kendall Smith	Greater Birmingham
Ronda Smith	Greater Birmingham
Libby Stephens	Greater Birmingham
Tiffany Story	Greater Birmingham
Kimberly Teasley	Greater Birmingham
Bonita Torrence	Greater Birmingham
David Williams	Greater Birmingham
Melissa Wilson	Greater Birmingham
Ebonee Younger	Greater Birmingham
Paula Starr	Greater Kansas City
Vincent Felder	Greater Rochester
Sheryl Kumpf	Greater Rochester
Anthony Mazzenga	Greater Rochester
Denise Parker	Gulf Coast
Felicia Bailey	Hampton Roads
Rashida Costley	Hampton Roads
Robert Craig	Hampton Roads
Emma Garrett	Hampton Roads
Lazaro Ruiz	Hawaii
Soulee L.K.O. Stroud	Hawaii
Katherine Coyle	Heart of Illinois
John Gerlach	High Plains Texas
Meredith Brown	Houston Area
Charles Cager	Houston Area
Altheria Charles	Houston Area
Jennifer Clayton	Houston Area
TeRhondra Collins	Houston Area
Trumika Humphrey	Houston Area
Lillie Jefferson	Houston Area
Kevin Little	Houston Area
Azmine Nimji	Houston Area
Shauna Thomas	Houston Area
Andrew Walker	Houston Area
Charles Barbee	Hudson Valley
Trunnis Goggins II	Indiana
Douglas Haney	Indiana
Davetta Haywood	Indiana
Alicia Lucas	Indiana
Andrew Thomas	Indiana
Christine Seifert	Inland Northwest
James F. Suess	Inland Northwest
Roselyne Agnero	Intl Electronic Chapter
Parisa Ellisor	Intl Electronic Chapter
Jan-Eric Furubo	Intl Electronic Chapter
Chengcheng Liu	Intl Electronic Chapter
Mardea Martin-Wiles	Intl Electronic Chapter
Olutoyin Oloniteru	Intl Electronic Chapter
Brian Richards	Intl Electronic Chapter
Labib Sahab	Intl Electronic Chapter
Ifedayo Shonde	Intl Electronic Chapter
Jason Webster	Intl Electronic Chapter
Anthony Jensen	Iowa Cap.
Sarah Kelley	Iowa Cap.
Berbano Leah	Iowa Cap.
Deborah Schroeder	Iowa Cap.
Berbano Leah	Iowa Central
Carina Leonard	Kansas
Susan J. Arthur	Kentucky
Kristi Valrie	Kentucky
Michael G. Pierson	Las Vegas
Lynn Bryson Charles	L.A. Metro Area
Stephanie Clark Rhoe	L.A. Metro Area
Nikole Collins-Puri	L.A. Metro Area
Robert Correa	L.A. Metro Area
Salvatore DiGaetano, Jr.	L.A. Metro Area
Nashira Funn	L.A. Metro Area
Lucina R. Galarza	L.A. Metro Area
Lacy Gillespie	L.A. Metro Area
Anne Marie Herwig	L.A. Metro Area
Dyana James	L.A. Metro Area
Howard Kubota	L.A. Metro Area
Fabiola Lao	L.A. Metro Area
Bryce C. Lowery	L.A. Metro Area
Cecilia Lucero	L.A. Metro Area
Lori Minor	L.A. Metro Area
Lori Nambu	L.A. Metro Area
Jennifer Nasheed	L.A. Metro Area
Daniel Perez	L.A. Metro Area
Shannon Reyes	L.A. Metro Area
Rowena Stevens-Ross	L.A. Metro Area
Suliman Suliman	L.A. Metro Area
John Suvor	L.A. Metro Area
Wilson Turner	L.A. Metro Area
Tashika Alford	Louisiana
Christopher Burleigh	Louisiana
Nicole Cannonier	Louisiana
Ida Halliburton	Louisiana
Lesleigh Harold	Louisiana
Jerralyn Hickman	Louisiana
Susie King	Louisiana
Deserai Lawson	Louisiana
Darrell Poole	Louisiana
Christopher Rudy	Louisiana
Jessica Laurel Louise Sims	Louisiana
Tara White	Louisiana
William McElveen	Lowcountry
Matthew Wojslawowicz	Lowcountry
LaTanya Alleyne	Lower Hudson Valley
John Barbelet	Lower Hudson Valley
Betty Campbell	Lower Hudson Valley
Shakira Croce	Lower Hudson Valley
Kevin L. Glasper	Maine
Tanya Sleeper	Maine
Shaun St Germain	Maine
Andrea Baker	Maryland
Asia Bulger	Maryland
Lisa Bynum Yalley	Maryland
Keisha Chapman	Maryland

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Chapter News

Dismantling Institutionalized Racism Workshop Attracts Large Audience for Evergreen Chapter

J. Paul Blake

"Dealing with oppression and racism is about reclaiming our humanity as individuals and establishing social justice," Glenn Harris told a standing room audience during a "Dismantling Institutionalized Racism" workshop.

About 150 state and local public administrators from Washington and Oregon, academicians, students and citizens attended the event held at The Evergreen State College, Olympia, WA. The event was sponsored by the Evergreen Chapter of ASPA and The Evergreen State College (TESC).

The program featured a presentation of the City of Seattle's Race and Social Justice Initiative by Harris, manager of Seattle's Race and Social Justice Initiative, Office of Civil Rights, and challenged the audience to find opportunities in their organizations to be "organizational terrorists on the issue of racism." Harris added "don't be afraid to be the one who speaks out about change. It's worth the sacrifice."

Sharon Ortiz (exec. dir. of WA Human Rights Commission), Karen Champagnie-Alman (adjunct faculty, Diversity Consultant), James Mason (assistant city manager, city of Mercer Island, WA), Randy Corradine (Evergreen State College, admissions recruiter), Maria Flores (education ombudsman, Office of the WA Education Ombudsman, Governor's Office) Eddie Maiava (standing–WA Dept. of Heath and Social Services, recruitment & training administrator).

Harris' presentation was followed by a six-member panel discussion including Sharon Ortiz, executive director, Washington State Human Rights Commission. Breakout sessions where participants discussed experiences with institutionalized racism and approaches to address the problem were followed by a debriefing where attendees committed to developing an ongoing community toward holding future meetings.

The workshop was supported by a grant from ASPA National to the Evergreen Chapter in recognition of the chapter's innovative programs and membership development. Evergreen Chapter Treasurer Dave Broom said "we are extremely thankful to the ASPA National Office for helping underwrite the cost of this worthwhile session. Cheryll Simrell King, director, master of public administration program and member of the faculty at TESC; Dorian Waller, chapter board member and several members of MPA staff at TESC played key roles in organizing the program.

Interest has been expressed in repeating the program, possibly in collaboration with the Washington State Commission on African American Affairs and other state agencies.

ASPA member J. Paul Blake is president of the Evergreen Chapter of ASPA. Email: JPaul.Blake@seattle.gov

Newport News Interim City Manager Neil Morgan and Hampton City Manager Mary Bunting participate in an informal question and answer session during a recent gathering of the Hampton Roads Chapter of ASPA.

Hampton Roads ASPA Chapter Meets with Local City Managers

Pamela A. Gibson

The Hampton Roads Chapter of ASPA hosted a unique evening event on January 21, 2010. An informal gathering of members and invited guests enjoyed the opportunity to network at Marker 20, a charming restaurant in the historic city of Hampton, VA, followed by a question and answer session with Mary Bunting, Hampton city manager, and Neil Morgan, Newport News interim city manager.

Pam Dunning, past president of the Hampton Roads Chapter, spearheaded the event and moderated the Q&A session. Asked about the significance of an MPA degree in today's environment, both city managers noted the distinctive challenges facing local government employees during a time of fiscal constraints and increasing regional demands that call for intergovernmental cooperation. Morgan referenced Fred Mosher's early attention to the significant influence of public service professionals on public policy and, therefore, the need to simultaneously broaden the boundaries of educational curricula and, at the same time, offer sub-specializations as our public issues become more complex and inter-related.

It was an entertaining and educational evening and the Chapter looks forward to gathering again February 19, 2010, for a wine and cheese mixer in Chesapeake, VA; and on March 19, 2010, for its annual Symposium. This year's panels and papers confront the current flux in public service with the theme, "Rethinking Governance: Changing Roles, Operations and Organizations." More information and online registration can be found at *www.aspahr.org*.

ASPA member Pamela A. Gibson is at Troy University. Email: pagibson@troy.edu

Public Service Announcement

Let it Snow, Let it Snow

Elizabeth Eidlitz

When late October surprises us with Indian summer beach days and garden parsley is still growing in November, it's easy to imagine that snowflakes are restricted to greeting cards.

The reality, however, is that for those who can't escape to Florida for the winter, the driveway accumulation of New England snow and ice can pose a dangerous challenge. Some experts estimate that shoveling snow requires the same exertion as running 9 mph, contributing to back injuries and heart attacks.

In selecting a snow shovel, there is a more important consideration than ribbed non-rusting aluminum blades vs. non-stick graphite blades, or aluminum tubing with rubber grips vs. wax-coated hardwood handles–namely, the straight shaft vs. the bent-shaft shovel.

The bent-shaft snow shovel has long been promoted and sold as an ergonomically designed tool even though there is no scientific literature to support this claim. Deciding to put the theory to the test, The Liberty Mutual Research Center for Safety and Health in Hopkinton, (sic) MA, conducted a study in January 2001 to measure the strain of snow shoveling on the heart and back.

Ten male volunteers were issued winter coveralls, gloves and boots. A heart rate monitor/transmitter was placed on the chest of each and a heart rate monitor/receiver was clipped to the back of the coveralls. A Lumbar Motion Monitor, also clipped to the back of the coveralls, was used to track trunk position. The shafts of two snow shovels were instrumented with force/movement transducers.

Researchers instructed the volunteers, who would perform four eight-minute trials of snow shoveling on a paved asphalt surface, to imagine that they were getting paid for the amount of shoveling that they did but that it was not a contest. They were to clear the snow from the pavement as quickly as possible without straining or becoming unusually tired, weakened or out of breath. They could take breaks as necessary during the trial and had a 10-minute rest break between trials.

The only constraint on shoveling technique was that the subjects lift and throw the snow rather than push it.

Researchers found that when people use a bent-shaft snow shovel they bend forward approximately 16 percent less than they do with a straight shaft shovel. Thus the force exerted on the lower back may be reduced by up to 13 percent.

Additionally, researchers observed a statistically significant 3 percent drop in heart rate – or four beats per minute – when the volunteers used the bent-shaft snow shovel.

The results revealed a significant difference in trunk flexion and lateral bending angles between shaft configurations. On average, the volunteers bent at a 49.2 degree angle for the straight shaft and a 41.4 degree angle for the bent-shaft.

Of the two shaft configurations, the bent-shaft shovel was preferred by six of the 10 volunteers. "The recommendation of a bent-shaft snow shovel seems warranted, based on the ergonomic principle of reducing spinal compression and trunk bending," said Raymond McGorry, a researcher at the Liberty Mutual Research Center. "Use of a bent-shaft snow shovel may also lead to a lower cardiovascular workload."

Recognized throughout the world, The Liberty Mutual Research Center for Safety and Health is an occupational health and safety research facility which continually contributes to the reduction of workplace injury and illness and work-related disability. The Research Center does not conduct product-specific research or give product endorsements.

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(As published in the *Milford Daily News,* Milford, CT, December, 2001)

Commentary

PA, Social Justice and the Right to a Roof Over Our Heads

Jonathan Anderson

January 18th, was Martin Luther King, Jr., day. On that day, I sat through a program honoring the life and work of Dr. King and could not help but feel my tribute was superficial. It was Dr. King's efforts that resulted in the passage of the Fair Housing Act in 1968, exactly one week after his assassination. While discrimination on the basis of race has declined (certainly not disappeared) discrimination on the basis of mental ability is alive and well. Actually, we don't say "mental ability," we say "income," or "personal merit." Discrimination on the basis of merit is, in fact, a core principle of public administration. Disability does not trump merit.

We all know that everyone is capable of making a living wage if they just were willing to work. We all know that the homeless are just basically lazy. This is a foundational part of our national myth. Everyone who really wants a job can get one. Success or failure is based on personal will power. Failure is the result of lack of character. Anyone can be president.

And yet we know that is not true.

One challenge to democracy articulated by Madison in Federalist 10 was the tyranny of the majority. Consequently, we established a Bill of Rights to protect individual rights. But this was still predicated on the assumption that individual success and failure is a function of character and will, not genetics or circumstance. Accountability based on merit is the watchword for today's public administration.

By definition 50 percent of our population has an IQ of less than 100. According to the National Institutes of Mental Health 26.2 percent of Americans ages 18 and older–about one in four adults–suffer from a diagnosable mental disorder. *www.nimh.nih.gov/health/topics/statistics/index.shtml*. According to the U.S. Department of Housing and Urban Development an estimated 671,888 people were homeless in January 2007 most with mental illnesses or addiction problems. *www.samhsa.gov/matrix/matrix_homelessness.aspx*. This is the reality whose logical conclusions we ignore.

Homelessness is one of the greatest challenges to our construction of democracy. Democratic theory is based on premises that everybody is equal and everybody has an equal chance. We say it. We depend on it. And yet we know it is not true. There are millions of people with diagnosed mental illnesses that are not severe enough to get them institutionalized, but enough that it is difficult to impossible for them to hold down a job. And without a job, you have small chance of maintaining a roof over your head. The homeless have little income, little education and little representation. Any time a segment of the citizenry has significant needs and is effectively unrepresented in the democratic process, there is a challenge to the very concept of democracy.

What does this say to we who pledge allegiance to "liberty and justice for all?" There is cognitive dissonance where the reality of human abilities clashes with our national ideal. The United States has never been able to synthesize its individualist foundational myth, with the reality of human capabilities (or the lack of it).

George Frederickson's challenge from the 70s is as real today as 30 years ago. Who represents the unrepresented? Who champions the marginalized? Who stands for those who do not have the ability to secure their basic human needs with any consistency.

Frederickson argued that public managers have an obligation to make democracy real by making social equity a third pillar of public administration–equal to economy and efficiency. But his (and many others') normative assertion has rarely defeated individualism and accountability.

The homeless have little income, little education and little representation. Any time a segment of the citizenry has significant needs and is effectively unrepresented in the democratic process, there is a challenge to the very concept of democracy.

We have never been able to answer the challenge of what we will do with our lesser-abled citizens. We pass equal right legislation but whisper (or even shout) about reverse discrimination. We pass disability legislation but complain about the cost. We cling to our dichotomies. You are either insane and must be institutionalized or you can work for a living. If you cannot hold a job it is your fault and you must face the consequences of your lack of "individual accountability." We choose to ignore in our public discourse that there are those who are unable to hold a job, but not incompetent enough to be institutionalized. We close our eyes to the logical conclusions of our myth which says "those who do not work will not eat." Garrett Hardin's *Lifeboat Ethics* hang unspoken in the air We just cannot afford the poor.

In these difficult times we need to reassert to public managers and ourselves the importance of a committment to social equity as a logical necessity for true democracy. How to truly achieve democracy is, indeed, the biggest question for public administration. Putting a roof over everyone's head should be our tribute to the legacy of King.

ASPA member Jonathan Anderson is associate professor of public administration at the University of Alaska Southeast. He is an elected member of the City and Borough of Juneau Assembly and struggles with issues of homelessness in Alaska. Email: jfanderson@uas.alaska.edu

Teach for America Approach a Good Model for Government

From LAVIGNA, pg. 11

usually takes eight weeks. When it does take longer, TFA lets candidates know why. The organization's Web site clearly and specifically outlines the entire hiring process, from online application, through a phone interview, to the day-long interview/assessment center. The Web site also lays out specific dates, not just for the application deadline but also when each of the subsequent steps will take place. For example, the current calendar shows the application deadline, the date candidates can go online to find out if they're going to get an interview, the dates for the phone interviews, and when candidates can go online to find out if they've been invited to an in-person final interview. The site also includes projected dates for final offers and candidate decisions. In other words, applicants know–in advance–exactly what's going to happen, and when.

Onboarding and continuous training and development. Because TFA hires recent grads who were not education majors, the onboarding process is crucial to preparing new hires for the enormous challenges they will face. Just recruiting top talent isn't enough to ensure success.

Onboarding starts when a new corps member accepts the TFA job offer. The day after my daughter accepted her offer, a TFA recruiter called her to discuss her new job and answer questions. The next week, a local TFA rep arranged a conference call with the parents of the new DC corps members, to explain what their sons and daughters were getting into and answer questions. Very coordinated, very efficient, and very impressive.

Onboarding continues when each incoming corps member attends a rigorous five-week summer training institute at one of eight locations across the nation. Through practice, observation, coaching, and study–as well as careful planning and thoughtful reflection–corps members develop the foundational knowledge, skills, and mindsets they need to be highly effective beginning teachers.

During the institute, TFA corps members teach summer school, under the supervision of veteran educators and Teach for America staff. Corps members also participate in interactive courses and clinics to develop content knowledge and build an arsenal of skills and best practices by observing and working alongside staff members and other veteran teachers.

Corps members, my daughter included, describe the summer training institute as intense, challenging and rewarding. And some corps members quit or wash out during institute. But better to find this out during training than in the classroom. The institute is followed by a week-long induction in the city where each TFA teacher is assigned.

Teach for America's regional support network then provides ongoing professional development throughout each new teacher's two-year commitment. Each corps member is assigned a regional program director who provides support, guidance, and feedback. Every month or so, my daughter joins other DC corps members in a day-long professional development session. Although she complains about having to do this on a Saturday, it again demonstrates TFA's commitment to its new teachers' development.

TFA corps members also must become certified as teachers in their jurisdictions. In the DC region, TFA has arranged with local universities to enable corps members to earn Master's degrees, funded in large part by AmeriCorps grants. Again, a coordinated and seamless approach to making sure that corps members get the development they need.

Teach for America also makes extensive use of feedback to assess its development programs. After each phase–institute, induction, professional development Saturdays, plus at mid-year–TFA teachers are surveyed. According to Erin, these surveys "are long and they're mandatory."

Focus on impact. The Teach for America model–putting talented new grads in classrooms even though they didn't major in education–is still controversial. But a growing body of research shows that corps members have a positive impact on student achievement. TFA welcomes and even seeks out rigorous independent evaluations of its impact. Research like this, which provides a direct line of sight between the work TFA teachers do and the achievement of the TFA mission to eliminate educational inequality, is a powerful driver of recruiting success and employee engagement.

Commitment to long-term career support. A key Teach for America goal is not only attracting talent to education, but also retaining that talent. But TFA also understands that many of its corps members will go on to other careers after the initial two-year teaching commitment. But no matter where alumni wind up, TFA tries to lay the foundation for a lifetime of advocacy and civic leadership. Instead of fighting the inclination of millennials to move on to other things, TFA embraces this new reality with a set of programs designed to help alumni make transitions and also create a strong alumni network:

- A career and leadership center that provides corps members and alumni with job search and career development resources.
- Partnerships with more than 200 graduate schools, including top-ranked programs in education, law, medicine, public policy, business, the sciences and engineering, that offer a range of benefits for corps members and alumni. These include two-year deferrals to work for Teach for America, course credits for the corps experience, waived application fees, and special scholarships and awards.
- Employer and leadership development partnerships that enable hundreds of leading employers to recruit TFA alums. These employer partners include Accenture, GE, Goldman Sachs, Google, J.P. Morgan, McKinsey and The White House Project.
- Regional alumni affairs teams that support corps members and alumni with career and civic opportunities to network with fellow alumni.
- Leadership programs in school/teacher leadership, political leadership, social entrepreneurship, and policy and advocacy, to help alumni build their skills and networks.
- Alumni summits across the nation to help alumni reconnect with each other, learn from national and community leaders, and explore career and job opportunities.
- An alumni magazine which feature alumni profiles and perspectives.

A Model for Government

I believe many aspects of the TFA approach to acquiring and managing talent are transferable to government. But I'm not a one-size-fits-all kind of guy. And I know it takes money and resources to do what TFA does.

But the fundamentals–aggressive recruiting, rigorous but timely assessment, solid and thoughtful onboarding, continuous training and development, and a focus on measuring results–apply to government.

Wouldn't it be great if government agencies, at all levels, were:

- Aggressively and successfully recruiting the right talent;
- Assessing candidates in a way that is timely and transparent;
- Onboarding and training new talent to fully prepare them for their jobs;
- Creating lifelong public service ambassadors, even when employees leave government; and
- Clearly showing the link between what employees do and the success of the agency?

It sure would be great. And if Teach for America can do it, so can government.

ASPA member Bob Lavigna is vice president of research for the nonprofit, nonpartisan Partnership for Public Service. Email: rlavigna@ourpublicservice.org.

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Monique Day	Maryland
Jason Decker	Maryland
Dexter Dickey	Maryland
Tiffany Felder	Maryland
Patrick Fleming	Maryland
Edgar M. Freeman	Maryland
James Geleta	Maryland
Donna Hamilton-Scott	Maryland
Troy Hughes	Maryland
Deborah Humphrey-Williams	Maryland
Hammed Massaley	Maryland
Jennifer Moncada	Maryland
Andrew Nolan	Maryland
Karen Okhoya	Maryland
Caroline Okie-Anoma	Maryland
John Peery	Maryland
DalRae Pelath	Maryland
Ann Pierre	Maryland
Marguerite Reine	Maryland
Tony Richardson	Maryland
Molly Sunderland	Maryland
Corantin Talla	Maryland
Lisa Veney	Maryland
ShaVonne Walker	Maryland
James Wallace	Maryland
Linda Wilson	Maryland
Nicholas Meyer	Massachusetts
Katherine Moskos	Massachusetts
Bilun Ozbilen	Massachusetts
Xing Zhang	Massachusetts
Camelia Cole	Memphis/Mid South
Shawna M. Green	Memphis/Mid South
Natasha Langston	Memphis/Mid South
Julia Rapp	Memphis/Mid South
Tammy Wiggins	Memphis/Mid South
Minerva Cruz	Metro Louisville
Elizabeth R. Irvin	Metro Louisville
Jennifer Ledbetter	Miami Valley
Aaron Stewart	Miami Valley
Jana Wormuth	Miami Valley
Beth Beaudin-Seiler	Michigan Cap.
Leslie Howell	Michigan Cap.
Christina Jeter	Michigan Cap.
Jennifer Peattie	Michigan Cap.
Patricia Rayl	Michigan Cap.
Marlayne Smithbolden	Michigan Cap.
Matthew Anderson	Minnesota
John M. Bryson	Minnesota
Beverly Bushyhead	Minnesota
Rachel Coffman	Minnesota
Mandi DeWitte	Minnesota
Anita C. Foster	Minnesota
Edmond Gray	Minnesota
Jeffrey Hilgert	Minnesota
Naigow Kuyon	Minnesota
Michael Williams	Minnesota
Lydia Benson	Mississippi
Nanette Bester	Mississippi
Robert Eskridge	Mississippi
Brent Hampton	Mississippi
Tonya Milton	Mississippi
Hok Roth	Mississippi
Nicole Watkins	Mississippi
Vonetta Tellis	Montgomery Area
Ebbon Allen	National Cap. Area
Brian Bezio	National Cap. Area
Muhm Casey	National Cap. Area
Catherine Collins	National Cap. Area
James Geleta	National Cap. Area
Jonathan G S Koppell	National Cap. Area
Scott Leverty	National Cap. Area
John McClellan	National Cap. Area
Carol L. McCreary-Maddox	National Cap. Area
Gwendolyn Noonan-Jones	National Cap. Area
Bhoi Omara	National Cap. Area
Sarah Padula	National Cap. Area
Dontae Patterson	National Cap. Area
Terracita Powell	National Cap. Area
Gene Ransom, Jr.	National Cap. Area
Rafael Sa'adah	National Cap. Area
Tewelde Tesfagabir	National Cap. Area
Edward Uechi	National Cap. Area
Jason Kingsley	New Jersey
Marie LaFond	New Jersey
Joanna Rowson	New Jersey
Roshunda Simmons	New Jersey
Aaron G. Smith	New Jersey
Steve Wonokay	New Jersey
Harold Smith	New Mexico
Theodore Akabuogu	New York Metro
Betty Campbell	New York Metro
Serena Castellano	New York Metro
Craig Davis	New York Metro
Dorean Flores	New York Metro
Jeffrey Hilgert	New York Metro
Lisa Levy	New York Metro
Tarves Lord	New York Metro
Hilary Miller	New York Metro
Christina Moir	New York Metro
Pauline Murray	New York Metro
Carl Nicolas	New York Metro
Mary Riddell	New York Metro
Donna Riley	New York Metro
Danielle Seaborn	New York Metro
Anna Washington	New York Metro
Simone Williams	New York Metro
Sharlene Wilson-Serrao	New York Metro
Taiesha Zachary	New York Metro
Sherron Gaines	North Florida
Bruce Grant	North Florida
Teresa Shumate	North Florida
Katelyn Sommer	North Florida
Tamara Brinkley	North Texas
Cynthia Fanning	North Texas
Kailash Gupta	North Texas
Kyle Haugh	North Texas
Amy C. Holt	North Texas
Sinsey Johnson	North Texas
Mary Linder	North Texas
Laurie C. Long	North Texas
Vaida Maleckaite	North Texas
Michael Morford	North Texas
Ekong J. Peters	North Texas
James Smith	North Texas
Daniel Tangumonkem	North Texas
Jason Webb	North Texas
Rodney Austin	NE Florida
Maryiam Belcher	NE Florida
Jeraldine Crowd	NE Florida
Robert Berner	NE Ohio Regional
Valerie Cichocki	NE Ohio Regional
Kimberly Dent	NE Ohio Regional
Jennifer Gilmore	NE Ohio Regional
Kimberly Hodge Edwards	NE Ohio Regional
Kelly Kroll	NE Ohio Regional
Michael Lewis	NE Ohio Regional
Janine Rybka	NE Ohio Regional
Duwan Watson	NE Ohio Regional
Mark Plaushin	NE Pennsylvania
Geoffrey J. Cole	Northern New Jersey
Allen Craig	Northern New Jersey
Garnesha Crawford	Northern New Jersey
Edgar M. Freeman	Northern New Jersey
Quintus R. Jett	Northern New Jersey
Dorothy J. Knaver	Northern New Jersey
Elsie Laurence-Chounoune	Northern New Jersey
James Malwitz	Northern New Jersey
Bridgett Mervin	Northern New Jersey
Deonna Russell	Northern New Jersey
Francine Trent	Northern New Jersey
Lana Williams	Northern New Jersey
Said Boissiere	Northern Virginia
Stefani Gibson	Northern Virginia
Mandy Gutierrez	Northern Virginia
Lama Hamdan	Northern Virginia
Yvonne Jackson	Northern Virginia
Kenneth O'Reilly	Northern Virginia
Kevin Williams	Northern Virginia
Thomas Toth	Northwest Ohio
Shavonna Caldwell	Oklahoma
William Rucker Jr.	Oklahoma
Shirley Ann Underwood	Oklahoma
Daniel Perez	Orange County
Laurel Butman	Oregon/SW Washington
Tracy Le	Oregon/SW Washington
Renee Lee	Oregon/SW Washington
David Moore	Oregon/SW Washington
Daniel Barbu	Philadelphia Area
Lisa Bynum Yalley	Philadelphia Area
Celeste Palmer	Philadelphia Area
Stuart Whiteleather	Philadelphia Area
Michelle Bradley	Piedmont Triad
Darrell Caldwell	Piedmont Triad
Vernicia Clark	Piedmont Triad
Albert Coleman	Piedmont Triad
Kendra Haywood	Piedmont Triad
Lenora Speech	Piedmont Triad
Philip Walker	Piedmont Triad
Andrew Gutierrez	Pittsburgh Area
Kimberly Hajec	Pittsburgh Area
David Y. Miller	Pittsburgh Area
Domonique Bines	Research Triangle
LaTasha Carlton	Research Triangle
Rikki Hillard	Research Triangle
Antonio Jones	Research Triangle
David Kornegay	Research Triangle
Angella Mallard	Research Triangle
Reginald Mathes	Research Triangle
Marquita Mbonu	Research Triangle
Trina Ozer	Research Triangle
Chanta Poyner	Research Triangle
Solina Richards	Research Triangle
Benjamin Kahn	Rhode Island
Charlotte Chorneau	Sacramento California
Kathryn Cox	Sacramento California
Stacy Hart	Sacramento California
Sandra Monsalve	Sacramento California
Eleni V. Papailias	Sacramento California
Susan Womack	Sacramento California
Jim Demeaux	San Diego
Daniel Denison	San Diego
Alan Louis	San Diego
Melvin Shepard	San Diego
Steven Shultz	San Diego
Melissa Crockett	San Francisco Bay Area
Tony Damian	San Francisco Bay Area
Karen Dawkins	San Francisco Bay Area
Andrew Donges	San Francisco Bay Area
Jon Ewigleben	San Francisco Bay Area
Joyce Jones	San Francisco Bay Area
Jonathan G S Koppell	San Francisco Bay Area
Sarah Kreischer	San Francisco Bay Area
Michelle McKinsey	San Francisco Bay Area
Emmanuel Ogunleye	San Francisco Bay Area
David Pimentel	San Francisco Bay Area
Sandra Sottomano	San Francisco Bay Area
Eric Hirst	Santa Clara Valley
Kelli Kuecker	Siouxland SD
Alvin Bonaparte	South Carolina
Rhonda Clark	South Carolina
Ernest Cooper	South Carolina
Kevin Liles	South Carolina
Aaron Lynn	South Carolina
Jim Manning	South Carolina
Scott Martin	South Carolina
Karen Okhoya	South Carolina
Adrienne Rizer	South Carolina
Franchesca Simmons	South Carolina
Stephen Draeger	South Florida
Raiza Gomez	South Florida
Natasha Hampton	South Florida
Mariana Oria	South Florida
Lazaro Quintero	South Florida
Lois Weiss	South Florida
Keiba Young	South Florida
Deborah Almendarez	South Texas
Princesita Garces	South Texas
Kimberly Kaal	Southern Colorado
Heather Kramer	Southern Colorado
Sargent N. Benson	Southern Nevada
John J. Cahill	Southern Nevada
Adam Endel	Southern Nevada
Gina Farrell	Southern Nevada
Chris Knight	Southern Nevada
T Chandler Levrich	Southern Nevada
Nancy J. McLane	Southern Nevada
Patrick Nohrden	Southern Nevada
Rebecca Paddock	Southern Nevada
Michael G. Pierson	Southern Nevada
Paula Wallace	Southern Nevada
Nichole Washington	Southern Nevada
Mary A. Weidner	Southern Nevada
Kristie Haga	Southwest Virginia
Tuan Reynolds	Southwest Virginia
Jeff Shawver	Southwest Virginia
Chaitn Doshi	St. Louis Metro
Holly Mills	St. Louis Metro
Lisa Peck	St. Louis Metro
Danielle Ellis	Suncoast
Charles Ray Jordan	Suncoast
David Roberson	Suncoast
Heather Roberson	Suncoast
Alfred Buba	Tennessee
Pedro Garcia	Tennessee
Derrick Hutchinson	Tennessee
Paul Jennings	Tennessee
Julene Mull	Tennessee
Joseph S. Kroll	Treasure Coast
Jonathan Paugh	Treasure Coast
Kenyada Turman	Treasure Coast
Rachel Ellison	Utah
Miles Rowley	Utah
Greg Schulz	Utah
Soulee L.K.O. Stroud	Utah
Thomas Wilson	Utah
Christie Steier	Vermont
Trisha Baker-James	Virgin Islands
Susan Bedrosian	Virginia
Justin Dalton	Virginia
John Gilmour	Virginia
Ann Harbour	Virginia
Regina Hargrove	Virginia
Gayle Veney	Virginia
Jd Walter	Virginia
Haris Alibasic	West Michigan
Rose Hunt	West Michigan
Kelley King	West Michigan
Michelle LaMore	West Michigan
Jarek Marsh-Prelesnik	West Michigan
Alexander Thomas	West Michigan
Frank Gaura	Wisconsin Cap.
Susie Odogba	Wisconsin Cap.

CAREER CENTER

Green Jobs Slow, But Coming

Wasington, DC–While the Recovery Act has made unprecedented investments in clean energy, energy efficiency, and other environmental improvements, a new report by The Council of State Governments finds that in most states the wave of green jobs tied to these investments has yet to arrive.

CSG has released a state-by-state analysis of green jobs created or retained through the Recovery Act. According to CSG's analysis, which looked at data collected by states through Oct. 10, 2009, states have created or saved just more than13,000 green jobs.

Ohio leads the nation with over 2,500 jobs created. However, some smaller states have also posted impressive figures. Idaho created more than 800 green jobs to date, a figure that represents nearly 40 percent of the state's total jobs created with Recovery Act funds. Only Rhode Island had reported no green jobs created or saved by the reporting deadline.

Variations among states may reflect challenges both in staffing up to implement new programs and in meeting strict Recovery Act reporting requirements. In addition, the programs included in this study experienced some of the largest increases in funding levels of any programs funded by the Recovery Act. The weatherization program alone experienced a 70-fold increase in funding over previous levels.

The figures included in the report only reflect jobs created or saved in programs that started prior to the October reporting deadline. Top job creating programs include the weatherization assistance and energy efficiency block grant programs of the Department of Energy and the clean water and drinking water state revolving funds of the Environmental Protection Agency.

Other programs with strong green jobs potential, such as the U.S. Department of Energy's production tax credit grants did not report job creation prior to the October deadline. The Department of Energy already announced a number of grants through this program which may drive significant job growth for wind energy and other projects in the coming months.

For more information visit www.csg.org.

FYI

FEW Releases Survey Results on Pay for Performance

Washington, DC–Federally Employed Women (FEW) is releasing the results of a survey taken of its members about pay-for-performance personnel systems. Respondents were also asked to provide solutions to the many problems associated with these systems and they are also included in the organization's Position Paper (*http://few.org/docs/PayforPerformance-PositionPaper.pdf*).

"The vast majority of our survey respondents believed that current pay-for-performance systems have a lot of problems," announced Sue Webster, FEW National president, upon the release of the survey results. "But we firmly believe that just pointing out problems does not help so we are also offering solutions on how to fix these problems including more training, safeguards, data collection and required action plans to name a few," she added.

While in theory the organization's members asserted that there were benefits to a pay-for-performance system, by virtually a two-to-one ratio respondents expressed a lot of concern about how they are implemented which is the crux of the problem. This in turn could lead to adverse impacts on women employed in the federal workforce in areas such as job security, career progression and the future of Equal Employment Opportunity laws and diversity programs.

Among the problem areas cited by the survey respondents were:

- Too much discretion given to untrained managers
- No written or standardized guidelines
- Pay pool panels do not know the workers they are rating
- System relies too much on writing skills and high profile projects
- Pay pools under-funded leading to competition among team members
- Pay bands too limiting

Janet Kopenhaver, FEW's Washington representative, will also present this position paper to several legislators and their staffs. "Obviously we would like Hill leaders on the House and Senate Federal Workforce Subcommittees to know about these survey results as well as our suggested solutions," Kopenhaver advised. "Once Congress returns for the second session of the 111th Congress, I will start meeting with them to discuss these results," she added.

For more information visit www.few.org.

FEMA Encourages Volunteerism Through Citizen Corps

Washington, DC– On January 18, Americans volunteered in a Day of Service to honor Martin Luther King, Jr., transforming the federal holiday into a national day of volunteerism where people of all ages and backgrounds can come together to strengthen their community.

The Federal Emergency Management Agency (FEMA) encourages volunteerism and civic engagement for all-hazards emergency preparedness and resilience through its Citizen Corps program. This year, Citizen Corps Councils across the country organized Day of Service volunteer preparedness activities such as assembling emergency preparedness kits to be delivered to the homebound, replenishing supplies at local food pantries, conducting health fairs with influenza prevention outreach and hosting emergency preparedness education classes.

FEMA's Citizen Corps is the grassroots community preparedness and resilience movement that asks everyone in America to be an active participant in making themselves and their communities safer, stronger and better prepared to handle any emergency situation. Over 2,400 local communities nationwide have created Citizen Corps Councils to strengthen collaboration between government and civic leaders and to educate, train and involve the public in all-hazards emergency preparedness.

For more information about FEMA and Citizen Corps, visit www.fema.gov and www.citizencorps.gov.

Fulbright New Zealand Invites Applications for the 2011 Ian Axford Fellowships in Public Policy

Three or four Fellows are selected each year. Applicants must be U.S. citizens with at least five years experience in their professions, and must submit a formal application. For further information and an application form, see Fulbright New Zealand's website at *www.fulbright.org.nz/awards/am-ian-axford.html*

Applications close 1 March 2010.

To view a list of New Zealand Government Ministries and Departments with the names of the Chief Executive Officers visit *http://www.ssc.govt.nz/display/document.asp?NavID=264*

Online Government Job and Internship Resources

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

Federal Job Information–*www.makingthedifference.org*

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.

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

Pay It Forward...*Career Advice from an ASPA Member*

Christine Gibbs Springer

As a practitioner, a business woman and an academic in the public service, I often serve on interview panels and also am asked to assist students and practitioners with getting or changing their job in these challenging times. I have discovered that many qualified workers are changing jobs and changing organizations and that doing so successfully requires that they focus on what they truly want to do with their lives. When I have conversations with students and new and experienced professionals about moving ahead in their careers, I usually attempt to get them to focus on the following five key steps to success:

- *First and foremost, research the organization or sector that you are interested in joining.* That often requires that you revisit what you are truly, personally passionate about, what changes you and your family are wiling to make, and then, where the job opportunities are most likely to be. As an example, federal jobs are considered by many to be most available. According to the Partnership for Public Service, the fields in which the federal government will be doing the most hiring in the next three years are medical and public health (54,000 jobs), security and protection (24,000 jobs), and administrative and program management (17,000 jobs). This means that looking for postings on the websites of the Department of Veterans Affairs, Homeland Security, the Justice Department and intelligences like CIA and NSA may be most beneficial in looking for a job. Sometimes, agency specific sites are as or more useful that the government's main job site (USAJOBS).
- *Once you have researched the organization or sector that you want to join, develop your resume with an emphasis on key words noted in the posted job opportunity.* Be aware, as an example, that federal job applications have a very specific format which will require that you spend some time editing your resume so that it responds to the job opportunity and needs. As part of the resume rebuilding, I recommend listing references that are specific to both the job and the organization and, if possible, activating those references so that they are both aware that they are being asked to support your job search but also could call key decision makers who may have some influence on those making the final hiring decision.
- *Review what networking groups you are involved in and how they may be useful to finding and pursuing job opportunities.* Many new positions become visible first to networking groups, as part of a networking session or as part of the agency's regular job fair. As an example, someone interested in becoming a travel planner might join the Society of Government Travel Professionals. Someone interested in crossing boundaries within the public sector, might become more active in local ASPA Chapter Meetings and might seek out individuals in those settings to become a Mentor or advisor.
- *Activate your references and seek out new people who are aware of your accomplishments* and would be willing to be listed on your resume as a reference, but even more importantly, would call others who know or are key decision makers to engage them on your behalf. As an example, recently I called a couple of people who knew the Executive Director of a nonprofit where a student of mine was going to interview and shared with them his resume and my understanding of his capabilities. They proceeded to call the executive director to say good things on his behalf and he was eventually hired for the position. Also, recognize that reference checks today may also include determining whether or not you have a Facebook page or what might be on your Twitter or LinkedIn page.
- *Finally, prepare and rehearse for the interview.* Know that you should be prepared to answer questions like: Tell me about yourself; Why do you want to work here; Describe a difficult work situation and how you dealt with it; What are your strengths and weaknesses, Where do you see yourself in five years. But also know that you should be prepared to ask your interviewers questions about their organization so that you demonstrate your motivation to be hired. I also recommend that you dress appropriately for the interview. Your research about the organization should include developing an understanding of what the level of acceptance is for body art and whether or not business attire is required. If you are unable to clearly define what acceptance there is for casual dressing and body art, then take the conservative approach in dressing and cover things up or leave them at home for the interview.

In the final analysis, be true to yourself when pursuing your future career and be willing to consider professional development and career advancement opportunities that are consistent with what resonates with you!

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

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

Chill Out

Robert Wilson

The boys slumped against the wall of the dugout; you could read the despair on their faces. "What's the point?" mumbled the right fielder, "We're just going to lose again." The team was on an eight game losing streak, with a record of 3-8 and five games left to play.

As the coach for the nine-year old Little League Orioles, I was frustrated. We had some of the finest talent in the league including the best pitcher and the best hitter, but the boys had already given up. I thought, "What can you do when there is no hope of winning?" It was then that I remembered one of the biggest upsets in figure skating history.

I squatted down in front of them and said, "Lean in, boys, I want to tell you a story about a 16 year old girl who got to go to the 2002 Winter Olympic Games as an ice skater."

Her name is Sarah Hughes and she barely made the team. She was one of the youngest members, and she would be competing against the biggest names in figure skating - women who had already won world titles. No one expected her to win. No one expected her to even place in the top three. Sarah wasn't expecting to win either.

"So," I asked the boys, "what is the point of competing when you know you cannot win?"

"Well, it would be pretty cool just to be in the Olympics," offered the first baseman.

"And, that's what Sarah thought." I replied. "She was just thrilled to there; and she made it her goal to simply do her best and have fun. When it was her turn to skate, she chose to do some of the hardest spins, jumps and footwork that an ice skater can do. Why not, she thought, because no one expected her to win. There was no pressure on her to win, and because there was no pressure she did all of those difficult moves perfectly."

After Sarah skated, all the big name skaters took their turns. Each one of them tried the difficult moves, but each one was nervous–trying too hard to win–and each one made mistakes. They fell on the ice. And, you can't fall down in the Olympics and win. In the end, only Sarah skated without falling down, and she won the gold medal.

Sarah won, because she didn't believe there was a chance for her to win. She went out on the ice to have fun. Boys, that is where you are today. You no longer have to worry about winning. Our record is so bad, that even if we win the next five games, we still won't place first, second or even third. So, what is the point of playing? The point of playing right now is to have fun. There is no pressure on you anymore. I want you to go out on the baseball field today and just have a good time.

They went on to win that day. In fact, they won the last five games. The boys finally started playing at their full potential. At the end of the season, as we entered the playoffs, the top three teams were looking nervously at the Orioles. I'd like to tell you we placed in the playoffs, but once again with the pressure back on, the Orioles choked and got knocked out in the first round.

The trick is to take your mind off the prize, and focus instead on enjoying the project at hand. We've all heard: "It's the journey, not the destination." There is a lot of truth in that cliche. The idea being that we should experience the task as an end in itself. Poet, Crystal Boyd, said it best in her book, Midnight Muse: "Work like you don't need money, Love like you've never been hurt, And dance like no one's watching."

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.jumpstartyourmeeting.com.

The Recruiter WHERE EMPLOYERS AND JOB SEEKERS MEET

UNIVERSITY POSITIONS

Assistant Professor
Public Administration Program and Public Policy Center
University of Hawai`i at Manoa

Assistant Professor, Public Administration Program and Public Policy Center, University of Hawai`i at Manoa, permanent, full-time, tenure-track to begin August 1, 2010. We are seeking research and teaching experience in the field of non-profits or NGOs, and in one or more of the following areas: organizational development and dynamics, policy analysis, comparative public administration, and institutional change. The Program and Center are closely affiliated and share an interest in developing their focus on issues affecting non-profit organizations. The university is located in the state's capital. Teaching load consistent with a research university. Please see full ad at http://workatuh.hawaii.edu.

To Apply: Submit a cover letter indicating how you satisfy the minimum and desirable qualifications, a statement summarizing in some detail the interests and skills you would bring to this position, a curriculum vitae, and two writing samples. Under separate cover, please have two reference letters delivered. Send all materials to: Richard Pratt, Chair, Search Committee, Public Administration Program at pubadmin@hawaii.edu (electronic submissions preferred) or 2424 Maile Way, Saunders 631, Honolulu, Hawai`i, 96822.

Review of applications will begin on January 29, 2010 and will continue until the position is filled. Applications received by that date will be given priority. EEO/AA Employer. Inquiries to Richard Pratt, pratt@hawaii.edu, or 808-956-8260.

Professor and Chair (tenure track position)
Department of Political Science and Public Administration at
Auburn University Montgomery

The Department of Political Science and Public Administration at Auburn University Montgomery (approximate student enrollment 5,500) is seeking to begin in August, 2010 a Professor and Chair (tenure track position).

The successful candidate will teach primarily at the graduate level and be responsible for leading a department of nine full-time faculty and approximately 10 adjunct faculty per semester. The department offers master's degrees in Public Administration (NASPAA accredited), Political Science (MPS), and International Relations (MIR), a doctoral program in Public Administration and Public Policy conjointly with Auburn University, and a B.S. in Political Science.

Primary teaching responsibilities would be in at least two of the following areas: program evaluation, E-governance, research methods, organization behavior, policy formulation and implementation, quantitative decision making and state and local administration. Experience in teaching courses online or web-enhanced (Blackboard) is a plus. A PhD in Political Science is required.

Please complete an online application at www.jobs.aum.edu AND send letter of interest, current curriculum vitae, three letters of recommendation, graduate transcripts, samples of published work, syllabi and teaching evaluations. Please send this information to: Dr. Bradley Mood, Search Committee Chair, Auburn University at Montgomery, Department of Political Science and Public Administration, Montgomery, AL 36124-4023, Email: bmoody2@aum.edu

Review of application will begin on January 22, 2010.

AUM is an equal-opportunity employer committed to achieving excellence through diversity; therefore, we encourage applications from historically under-represented groups.

Assistant Professor (tenure track position)
Department of Political Science and Public Administration at
Auburn University Montgomery

The Department of Political Science and Public Administration at Auburn University Montgomery (approximate student enrollment 5,500) is seeking to begin in August, 2010 an Assistant Professor (tenure track position).

The successful candidate will teach at both the undergraduate and graduate levels. The department offers a B.S. in Political Science, master's degrees in Public Administration (NASPAA accredited), Political Science (MPS), and International Relations (MIR), and a doctoral program in Public Administration and Public Policy conjointly with Auburn University.

The primary field for this position is American politics and the expectation is that the candidate would be able to teach advanced courses in two of the following areas: legislative, judicial behavior, constitutional law, intergovernmental relations, political parties, presidency, and state and local administration. A secondary field in Public Administration is desirable. Experience in teaching courses online or web-enhanced (Blackboard) is a plus. The teaching load is three plus three; summer teaching is available but optional. A PhD in Political Science is required.

Please complete an online application at www.jobs.aum.edu AND send a letter of interest, curriculum vitae, three letters of recommendation, graduate transcripts, samples of published work, syllabi and teaching evaluations. Please send this information to: Dr. Bradley Moody Search Committee Chair, Auburn University at Montgomery, Department of Political Science and Public Administration, Montgomery, AL 36124-4023, Email: bmoody2@aum.edu

Review of application will begin on January 22, 2010.

AUM is an equal-opportunity employer committed to achieving excellence through diversity; therefore, we encourage applications from historically under-represented groups.

Assistant or Associate Professor (Tenure Track) (3 positions) Public Management
John Jay College of Criminal Justice

Salary: Commensurate with Experience

College Web Site: http://www.jjay.cuny.edu

Notice Number: Job ID 1950

Position Description and Duties: John Jay College of Criminal Justice, an urban public institution, is a liberal arts college with a specialized mission in criminal justice, forensic studies, public service and related areas. Located steps from Lincoln Center at the cultural heart of New York City, John Jay College, a senior college of the City University of New York (CUNY), offers bachelors and masters degrees and participates in the doctoral programs of the Graduate School of CUNY. Under the leadership of its fourth president, Jeremy Travis, the College is undergoing a transformation that includes unprecedented faculty hiring, new undergraduate majors and masters programs, and a new 600,000 square foot building ready for occupancy in 2011. With so many changes underway, the college offers to its many new faculty the unusual opportunity to shape the future of their institution.

GENERAL DUTIES:Performs teaching, research, and guidance duties in area(s) of expertise as noted below. Shares responsibility for committee and department assignments, performing administrative, supervisory, and other functions as may be assigned

MINIMUM QUALIFICATIONS

For Assistant, Associate, or Full Professor designations: Ph.D. degree in area(s) of expertise, or equivalent as noted below. Also required are the ability to teach successfully, interest in productive scholarship or creative achievement, and ability to cooperate with others for the good of the institution.

For Instructor designation: A Master's degree in area(s) of expertise, and/or active progress toward a Doctorate, or equivalent as noted below. Also required are the ability to teach successfully, interest in productive scholarship or creative achievement, and ability to cooperate with others for the good of the institution.

PREFERRED QUALIFICATIONS

Doctorate degree in public administration or a closely related field is required. Promising ABDs or highly qualified and experienced people with advanced degrees can be considered at commensurate rank. We welcome all applicants in this field, but are especially interested in candidates with expertise or experience in one or more of the following specializations: Budget or Financial Management, Organizational Behavior and Theory, Inspection and Oversight, Policy Planning or Analysis, Measurement or Assessment, Justice Administration, Corruption, Ethics and Integrity, Court Administration, Homeland Security, Urban Planning, Human Resources, Incident Analysis.

How To Apply: Please send a letter of application, curriculum vitae, one page statement of teaching philosophy, and three letters of reference to: Professor Ned Benton, John Jay College of Criminal Justice (CUNY), Department of Public Management, 445 W. 59th Street , New York, NY 10019

For additional information about the position, contact Professor Ned Benton at nbenton@jjay.cuny.edu or 212.237.8089

The Recruiter WHERE EMPLOYERS AND JOB SEEKERS MEET

UNIVERSITY POSITIONS

Assistant Professor
(Budgeting and Finance/Tenure-track position)
Public Administration Institute
Louisiana State University

The Public Administration Institute at Louisiana State University (http://www.bus.lsu.edu/pai/) seeks applicants for an Assistant Professor (Tenure-track) appointment to begin August 2010. Research expectations are in line with the demands of a flagship state institution. Salary, benefits, start-up equipment (hardware and software), and summer research assistance will be competitive. The Public Administration Institute offers a Master of Public Administration degree with about 120 students in the program. LSU is the Flagship University in Louisiana with over 30,000 students. The University is located in Baton Rouge, the state's capital, and is about an hour drive from New Orleans.

Required Qualifications:Completed Ph.D. in Public Administration with emphasis in budgeting, financial management, and international public administration; a strong commitment to teaching and research; an established and/or promising research agenda; teaching and research interests in budgeting, finance, and international public administration. Responsibilities:Teaches two courses per semester; provides excellence in teaching; demonstrates an established and/or promising research agenda; possesses teaching and research interests in budgeting, finance, and international public administration; conducts quality research and publish the results thereof in recognized journals; satisfactorily performs other duties typically associated with the professorate. An offer of employment is contingent on a satisfactory pre-employment background check. Application deadline is February 15, 2010or until a candidate is selected.

Apply online at: www.lsusystemcareers.lsu.edu. Position #028992.

LSU SYSTEM IS AN EQUALOPPORTUNITY/EQUALACCESS EMPLOYER

Vice President for Student Affairs
Central State University

Central State University invites nominations and applications for the position Vice President for Student Affairs.

Central State University is a nationally recognized historically black institution in the heart of Ohio. Our beautiful campus in Wilberforce is home to a proud 122-year tradition of excellence in higher education. Central State offers leading edge programs in urban education, manufacturing and environmental engineering and jazz studies and has graduated generations of leaders in fields ranging from education, business, communications, natural sciences, and the fine and performing arts.

Central State University serves a diverse student population of approximately 2,400 students within a supportive atmosphere where students success is a priority. At Central State University students are given the opportunity to excel academically and to have a rich, dynamic, relevant, and engaging college experience.

The Vice President for Student Affairs will plan, administer, and evaluate operational, financial, and personnel activities of the Division of Student Affairs, which encompasses Student Activities and Greek Affairs, Student Government and Student Leadership, Student Health Services, Transportation, and Career Services. This position reports to the President and is a member of the President's Cabinet.

It is critical that the successful candidate provide vision, leadership, and strong strategic direction to Division of Student Affairs in supporting the academic mission of University.

The successful candidate must be dedicated to collaborating with University leadership to advance student enrollment and retain students.

Interested candidates must have earned a master's degree (doctorate preferred) in higher education, student personnel, or related field, with ten years progressively responsible experience in student services. Candidates must demonstrate direct experience and significant expertise in the area of student affairs.

Cover Letter should be addressed to Dr. James C. Renick, Chair, Vice President for Student Affairs Search Committee. Applications will be accepted until the position is filled.

Applicants must apply online at https://careers.centralstate.edu

Visit our website: www.centralstate.edu

Tenure-track Position
Department of Public Administration
The University of North Carolina at Pembroke

The University of North Carolina at Pembroke Department of Public Administrationinvites applications for a tenure-track position beginning Fall, 2010. The Department is responsible for a sizeable MPA program offered in three formats: an on-campus program, a satellite program, and an extensive on-line program. This position will also entail occasional offerings in the university's undergraduate program in public administration. We have teaching needs in multiple areas. In addition to helping with coverage of our core courses, candidates will ideally support courses in one or more of our concentrations (health administration, public management, and emergency management), and could provide course coverage in currently unmet needs, such as nonprofit management, financial management, public policy, or other subfields.

Applicants must complete the online application through UNCP's Online Employment System found at https://jobs.uncp.edu. Applicants should attach a cover letter clearly indicating specific teaching preferences relative to our needs, and indicate their willingness to participate in on-line education, including discussion of any on-line teaching experiences. Cover letters should also discuss research agendas and current projects. In addition to the cover letter, applicants should attach a curriculum vitae with the names of three references with contact information. Applicants should be prepared to submit writing samples and course evaluations upon short notice when requested. We will begin reviewing files February 15, 2010, and continue reviewing until we fill the position.

UNC Pembroke is an EO/AA employer.

Assistant Professor of Rural Public Policy & Planning
Department of Social Science
Mississippi Valley State University

Appointment Condition: Full Time Position (9 month), tenure track

Position Available: January 2010 or until filled

Job Description: The successful candidate will be able to teach at least one course in the core curriculum of the Master Rural Public Policy & Planning (MRPP) program, as well as elective courses in the health policy area of specialization. Candidates should have a commitment to excellence in research and teaching and be willing to collaborate with other faculty as we prepare to seek NASPAA accreditation.

Qualification Requirement: Minimum qualifications are a Ph.D in Public Policy and

Administration, Health Policy and Administration or a closely related terminal degree in the field. Candidates who are ABD will be considered but completion of the terminal degree prior to Spring 2011 is expected. The position will begin in August 2010. We offer a supportive and collaborative environment, and actively encourage applications from minority and women candidates.

Application Procedure: Submit the following: 1) a letter describing research and teaching interests, 2) curriculum vitae, 3) three letters of reference, and, 4) a writing sample (up to three research article or a chapter in a book). Applications should be received by January 2010. Position will remain open until filled.

Director of Human Resources, (Rural Public Policy Position), Mississippi Valley State University, 14000 Hwy 82 West, Itta Bena, MS 38941, Inquiries Contact: Dr. Tazinski Lee, Interim Dean College of Arts and Sciences, 662-254-3039 or 662-254-3352

CONFERENCESCalendar

February 2010

8-11 Social Media For Government: How To Engage Your Employees And Citizens By Using The Latest Web 2.0 Technologies To Drive Communication Results
Location: TBA
More Info.: www.aliconferences.com/conf/social_media_govt0210/index.htm

10-14 2010 COMPA Conference
Location: Jackson, Mississippi
More Info.: www.compaonline.org

12 Texas ASPA and CPM Conference: "From National Security to Civil Rights/Liberties: Where do we Draw the Line?
Location: San Marcos, TX
More Info.: www.txstate.edu/cpm

22-24 Association for Strategic Planning Annual Conference
Location: Pasadena, CA
More Info.: www.strategyplus.org

March 2010

18-19 Public Performance and Measurement and Reporting Conference
Location: Chattanooga, TN
More Info.: www.ppmrn.net/annual-conference

22-25 Social Media for Government Conference How To Engage Your Employees And Citizens By Using The Latest Web 2.0 Technologies To Drive Communication Results
Location: Dallas, TX
More Info.: www.aliconferences.com/conf/social_media_govt0310/index.htm

April 2010

6-9 Performance Measurement For Government: How To Enhance Transparency And Accountability To Deliver Program Results
Location: Washington, DC
More Info.: www.aliconferences.com/conf/perf_meas_govt0410/index.htm

7-9 International Research Society for Public Management (IRSPM)
Theme: The Crisis–Challenges for Public Management
Location: Berne, Switzerland
More Info.: www.irspm2010.com

9-13 ASPA Annual Conference
Location: San Jose, CA
More Info.: www.aspanet.org

22-25 68th MPSA National Conference
Location: Chicago, IL
More Info.: www.mpsanet.org

May 2010

3-9 Public Service Recognition Week (PSRW)
Location: Nationwide
More Info.: www.ourpublicservice.org

June 2010

14-17 2010 Sino-US International Conference on Public Administration (5th)
Theme: "The Role of Government in Fighting the Financial Crisis"
Location: Xiamen City, P.R. China
More Info.: Mengzhong Zhang, Mengzhongzhang@gmail.com

24-26 Sixth Transatlantic Dialogue (6TAD)
Location: Siena, Italy
More Info.: www.6TAD.org

October 2010

13-16 SECOPA 2010
Location: Wilimington, NC
More Info.: www.secopa2010.org

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

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