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Competing for Talent in an Era of Constraints

by Elizabeth K. Kellar

Since the Great Recession, local and state governments have focused more on cutting costs than they have on recruitment and retention. That is not surprising, given that so many governments had to lay off employees or downsize their workforce through hiring freezes and early retirements.

Now that the dust has begun to settle and hiring freezes are thawing, some governments have been surprised at how difficult it is to recruit. One North Carolina human resources manager said that she used to count on her community's reputation as a great place to live to attract candidates and was taken aback when recent applicants showed a reluctance to move. She notes that now "it takes a lot of time to fill senior positions. Sometimes we have to go through the recruitment process three times."

There are several reasons for the recruitment challenges:

- More demand for highly educated specialists.
- Need for different skills with changing economy.
- Slow and cumbersome recruitment practices.
- Perception of government.
- Less generous compensation packages.

Many Americans are hungry to do work that makes a difference but too often government is not on their radar screen. Millennials who seek public service jobs often put nonprofit or

government contract jobs ahead of government opportunities. Mid-career private sector workers looking at government jobs may be deterred by changes to retirement plans with long vesting periods. Older, highly skilled government workers are heading for the exits instead of staying in jobs they love, sometimes because there are no financial incentives to stay.

Before examining possible solutions, it is important to understand the scope of the challenge and how much has changed.

More positions are hard to fill

For the last five years, the Center for State and Local Government Excellence has partnered with the International Public Management Association for Human Resources (IPMA-HR) and the National Association of State Personnel Executives to survey human resources managers about workforce trends.

In the 2013 survey, IPMA-HR found more governments were able to hire, but also that there were more positions that were difficult to fill.

Mid and upper management jobs are hard to fill, along with jobs requiring significant education and training, such as engineers, nurses, physicians, information technology professionals, social workers, attorneys, finance and purchasing experts, health science administrators and epidemiologists. The list also includes human

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Building a path for success: Leveraging career development

By Nicole Benn and Jacob Flinck

For most organizations, creating a comprehensive career development plan for your employees is like creating an exercise plan for yourself – you plan to do it, you know it would be good and you have read all about the benefits – but you just haven't found the time to do it. You're not alone.

According to Beverly Kaye and Julie Giulioni in their book *Help Them Grow, or Watch Them Go* "career development is among the most forgotten tools for driving business results." Unfortunately, in today's world, this could negatively impact the success of an organization.

By incorporating career development into an agency's hiring, development and retention strategies, it can get the right people on board, align training to agency goals and increase retention rates. Career development also allows agency leaders to send a clear message that employees matter. This increases employee engagement and satisfaction levels, leading to higher productivity. Career development is really a win-win for everyone.

A closer look at the results of the 2012 government-wide Federal Employee Viewpoint Survey (FEVS) indicates an opportunity to enhance career development across the federal government. For instance, only 36.4 percent of federal employees indicated satisfaction with their opportunity to get a better job in the organization. This is down from 41.7 percent in 2010. Likewise, only 35 percent of state and local government employees were satisfied with their agency's advancement opportunities according to a recent study by *Governing* magazine. Unfortunately, career development is often the first victim of budget cuts. However, the long term benefits of establishing career paths for your outweigh the short-term budget gains.

Providing career development gives employees a clear understanding of their current role and their future path according to Blessing White's 2007 State of the Career report. The report found that providing career development as part of overall talent management strategy increases the likelihood that employees will be willing, ready and able to move into needed roles allowing for companies to respond to various situations with more flexibility.

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Filling the Pipeline for Local Government

By the Advisory Board on Graduate Education - International City/County Management Association

The top job at a county or municipal organization requires a skilled, experienced professional. Unfortunately, the pipeline for this position has slowed to a drip as potential candidates choose other public sector options. Dr. Karl Nollenberger has seen this occurrence from several vantage points: as a professor, a consultant and a manager. Nollenberger is a consultant for Voorhees Associates, a public management recruitment firm in Deerfield, IL, and he says that the firm struggles to find a satisfactory pool of candidates for many top jobs.

"In one city manager search I am doing right now, a city of 60,000 is willing to pay \$140,000 and I only have seven qualified candidates of the 41 that submitted their qualifications," He indicated this is a problem in the public sector that has recently worsened. "Fifteen years ago, it would have been 20 great candidates in a pool of 100 submitted applications."

As a professor, he notes that many talented students will choose a specific area of local government in which to specialize or be attracted to the nonprofit field. "There are few that feel the city/county manager position is a good fit for them."

Ali Little, a recent MPPA graduate who now works for the Matanuska-Susitna Borough

Administration Department in Alaska, said new graduates are easily convinced to abandon the manager track. "As a new graduate, every job posting I read wants a 'seasoned' manager," Little said. "How else am I going to gain that experience if working in a division or department within a city/county first?"

Little also said that recent graduates may be easily enticed by the state or federal government systems, where career advancement is spread over a longer period of time without the same potential job loss based on local political whims.

Of course, realities of the manager position can turn young professionals off as well. Nollenberger, who was a city/county manager for 31 years, said he knew a lot of great professionals who didn't see the top position as a good fit because of "exposure" and "politics" of the job.

New Career Paths to Local Government Management - An Emerging Trend

The traditional career path of an aspiring city manager is to gain experience through a series of generalist positions in the city manager's office. These positions include management intern, analyst, assistant to the city manager, assistant city manager and deputy city manager. However, an

Table 1: Entry-Level Salary Ranges for Recent MPA/MPP Graduates

Position	Sector	Salary
Local Government Analyst	State/Local Gov	\$26,000 - \$45,000
Program Coordinator	Nonprofit	\$30,000 - \$48,000
Program Assistant/Manager	Nonprofit	\$32,000 - \$63,000
Policy Analyst	Nonprofit/Government	\$40,000 - \$68,000
Statistician	Nonprofit/Government	\$46,000 - \$65,000
Research Associate	NP/Gov/Private	\$50,000 - \$60,000
Marketing/PA Specialist	NP/Gov/Private	\$66,000 - \$85,000

observed trend is that as city budgets have continued to tighten during the economic downturn, the generalist entry-level and mid-management positions are eliminated. This is in addition to the existing scarcity of entry level positions in local government organizations. Further, public sector professionals are seeking employment in more specialized fields such as sustainability, urban planning and economic development. As a result, an emerging trend in the professional city management field is that new and prospective city managers are coming from a variety of backgrounds and career paths at a time when many city managers are on the verge of retirement.

Alternative career paths include local government employees that begin their path in specialized fields such as

Community Development, Finance, or Human Resources, or come from outside city government from the nonprofit sector or other nongovernmental organizations.

Why is this trend important?

First, generalist positions typically provide exposure and an opportunity to work on a variety of service areas within local government. On a traditional career path, the employee gains an increasing level of responsibilities, supervisory roles and policy development experience that prepares the individual for the city manager role. As these positions go away, so does the broad exposure to general management and service delivery. Therefore, future candidates may be less qualified for assistant city manager or department director positions.

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Understand Attrition; Improve Federal Employee Retention

By Sarah Jaggard

GOVERNMENT AGENCIES spend enormous amounts of time, energy and resources to hire and train employees. Their objective is to have the right people with the right skills in the right places at the right time to accomplish their mission. However federal managers, human resources (HR) professionals and workforce planners often fail to focus on retaining both the newly hired and key experienced workers already on the job. Agency leaders rarely focus on the fact that attrition and retention rates are important indicators of the overall health of their organization.

In companion studies, *Beneath the Surface: Understanding Attrition at Your Agency and Why it Matters* (2010) and *Keeping Talent: Strategies for Retaining Valued Federal Employees* (2011), the Partnership for Public Service with Booz Allen

Hamilton studied why federal employees leave service and examined what makes them stay. The bottom line is that with analysis and systematic, concerted action, federal agencies can improve overall operational effectiveness by better understanding the causes of attrition and using those insights strategically to address problem areas and thereby help keep valued employees on the job.

What are the consequences of unwanted attrition?

Some attrition is both inevitable and desirable. However, federal sector attrition frequently carries with it the loss of specialized knowledge and experience which is difficult or impossible to replace. Of course, in these days of budget cuts and sequestration, replacing departing employees is not a sure thing. When they

are able to replace departing employees, managers must go through many steps -- identifying candidates, conducting interviews, selection and orienting new employees to the position and organizational culture.

Our study found three significant groups agencies should focus on when examining employee attrition—the newly hired, those eligible for retirement and employees in mission-critical occupations.

What do federal employees want in a job?

Studies about why federal employees work for the government emphasize their commitment to “making a difference.” In general, research has shown that federal employees want to be recognized for their work, use their talents, have an impact,

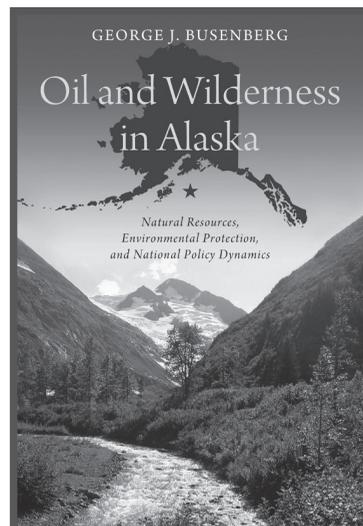
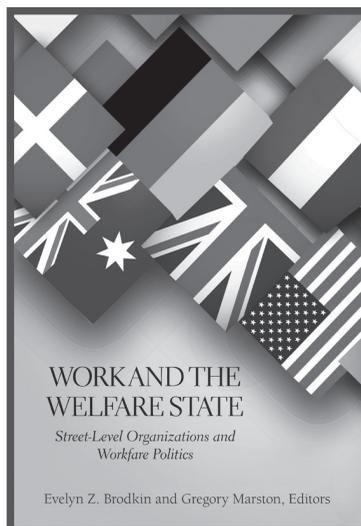
feel empowered, receive support and have opportunities for growth. They want good relationships with their supervisors and colleagues, as well as a sense of teamwork and shared mission. They also want a family-friendly environment and to receive fair compensation and recognition for their performance.

How does the work environment affect employees?

Using information from the Partnership's Best Places to Work in the Federal Government, we developed a framework that incorporates numerous aspects of the work environment that affect employees' satisfaction. The four quadrants of the framework are: (1) agency mission and employee skills match; (2) teamwork, supervision and leadership; (3) employee development and support;

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COMPREHENSIVE



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Strengthening the Federal Workforce

By Michael Clark

ON JANUARY 20, 1961, U.S. President John F. Kennedy delivered his famous and inspirational inaugural address in which he implored Americans to “ask not what your country can do for you, ask what you can do for your country.” *Federal Employment Reports* from the U.S. Office of Personnel Management (OPM), support the claim that Americans heeded his call. From 1962 to 1969, the federal workforce averaged 5,820,875 employees. However, something changed over the years, and from 2004 to 2011, the federal workforce dwindled to an average of only 4,258,375 employees despite the nation’s increasing population over the years. People are not drawn to government employment like they once were. To strengthen the federal workforce, it is important to first understand what deters people’s interest in working for the government and then to redress those grievances.

In the years following President Kennedy’s inaugural address, people were arguably more intrinsically motivated towards government jobs out of a desire to serve the public, a belief that they could make a difference and a sense of duty to their country. As explained in Daniel Pink’s book *Drive: The Surprising Truth About What Motivates Us*, intrinsically motivated people are generally more productive, engaged and committed to their work than extrinsically motivated people who require if-then motivators – which, incidentally, “always grow more expensive” (p. 78). Dennis Cauchon sums it up in his USA Today article entitled *Federal Workers Earning Double their Private Counterparts*, in which he highlights the fact that federal civil servants receive more than double the wages and benefits as the average worker in a comparable job in the private sector. The theory that so many people are opting for employment outside of the federal workforce due to extrinsically motivating factors, then, is questionable.

Another USA Today article by Susan Page entitled *Poll: Public Service Valued; Politics*

– *not so Much*, shows that many people currently view politics as corrupt and as being more about power than helping or serving others. Nevertheless, Americans in general still have a desire to serve their communities, but they now believe by a margin of more than 2-1 that “the best way to make positive changes in society is through volunteer organizations and charities.” The key, then, to strengthening the federal workforce is not to focus on offering better extrinsic motivators, such as the highest wages, but in changing people’s perception of government and connecting with their intrinsic desires.

One solution to improving the public’s perception of the government workforce can be gleaned from the 2012 Olympics. Interbrand’s *Best Global Brands 2012* contains an article by Lizzy Stallard entitled “Brand Humanity of Olympic Proportions,” which states that the commercials most successful in connecting with viewers were the ones that were positive, motivational and focused on the human spirit rather than human power. Whereas politics are currently viewed by many as “vicious and nasty” (Page, 2013), federal employers should instead seek to emphasize the positive aspects of working for the government in order to improve the public’s perception and thereby better succeed in attracting top talent to the federal workforce.

Lee Bolman and Terrence Deals assert in their book *Reframing Organizations: Artistry, Choice, and Leadership*, that most chief executive officers “focus on where and how to compete [but] they would be better off focusing on organizational design.” The same holds true for the complicated organizational design of federal agencies. According to a report by the Partnership for Public Service and McKinsey & Company entitled “Building the Leadership Bench: Developing a Talent Pipeline for the SES,” federal agencies lack cohesion and have “little central oversight or accountability.” For

instance, career ladders are assigned to each position, and movement is restrictive between the various career ladders. Furthermore, according to OPM’s *Frequently Asked Questions: Employment*, “positions within the Federal Government are classified by occupational series, grade or pay level, and pay plan.” Under this system, people working identical jobs may earn different incomes based on what General Schedule (GS) salary is assigned to each position. Consequently, workers are likely to develop a perception of social inequity and eventually to look for employment elsewhere. As Joan Pynes stated in her book *Human Resources Management for Public and Nonprofit Organizations: A Strategic Approach*, employees naturally tend to compare themselves to their co-workers, and “the perception of inequity creates an internal state of tension that the individual is motivated to reduce.”

Additionally, there is limited opportunity for promotions in the federal workforce. In other words, the organizational design of federal agencies could easily be mistaken for a caste system wherein upward social mobility is restricted and people are precluded from living out the American dream. The Partnership for Public Service and McKinsey & Company state in their Leadership report that from 2002 to 2012, just 1.4 percent of employees in GS-13 to GS-15 positions were promoted to the successive position - the senior executive service. Thus, the limited opportunity for upward social mobility compounds the problem of the perception of social inequity when trying to retain top talent.

As the average number of federal employees continues to wane, it is clear that the current strategies are not working and that agencies must begin working on new solutions to strengthen the federal workforce. While there are arguably numerous other factors contributing to the decreasing federal workforce than what has been mentioned here, the following solutions may help to overcome

some of the principle objections that people tend to have regarding federal employment:

- Emphasize the positive aspects of working for the government and promote intrinsic motivators to attract more committed employees.
- Improve the organizational design and the payment formula through the creation of a single cohesive strategy to minimize the perception of social inequity.
- Create more opportunities for upward social mobility by eliminating the restrictions associated with career ladders.

Regardless of the actions that are ultimately taken to strengthen the federal workforce, it should be remembered that for any plan to be successful, it must begin with self-change. As the renowned theoretical physicist Albert Einstein reasoned, problems cannot be solved on the same level on which they are posed, nor should people continue to repeat the same thing and expect different results. Leaders must instead change their perspective and their approach.

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PREPARING FOR SUCCESS: WORKFORCE PLANNING

By Geoff McLennan

THE STATE OF CALIFORNIA employs a vast and diverse workforce of 215,864 full and part-time employees, spanning 202 state departments, agencies and boards, excluding the California University and California State College systems. A current analysis of the state's workforce has determined that 42 percent of these employees are age 50 or older with the average retirement at age 60. The majority of the state's workforce is eligible for retirement at age 55.

In preparation for the large loss of the state's workforce to impending retirements the state's "employer" representative, the California Department of Human Resources, developed a Statewide Workforce Planning Coordination Unit (SWPCU). The mission of the SWPCU is to build a quality sustainable workforce for the State of California. The unit will accomplish this mission by empowering and assisting departments to plan and implement effective workforce strategies for recruitment, retention and succession planning.

Workforce planning must receive top priority by the senior executives of all state departments in order to be successful. These executives have many critical departmental missions to oversee, from housing inmates to maintaining roadways and emergency response. In order for executives to make workforce planning a priority SWPCU must educate these executives about the global, national and statewide attention being given to workforce planning. For example, Canada and Australia have established national workforce planning initiatives. The United States General Accounting Office, one of the most successful civil service agencies in the country, has made workforce planning and human resource issues top priority. Nearly 50 million dollars of the state's annual budget is allocated to personnel costs. Government is consistently shrinking and doing more with less staff. How can we afford to not make workforce planning a priority?

State departments, boards and agencies must adapt to the changing workforce by developing a solid workforce plan that acts as a practical tool as well as a guide. The SWPCU has identified major obstacles that hinder departments' development of workforce plans. These obstacles include state department realignments, mergers and outdated strategic plans. To assist these departments SWPCU has developed a Survey and Development Tool. This tool requires the participation of branch and division chiefs in identifying and quantifying their workforce needs. Workforce Planning Coordinators will gather the workforce needs assessment tools completed by these division chiefs to build workforce plans that will address the department's overall needs, one building block at a time.

The Survey and Development Tool helps departments develop their workforce plans by identifying their most critical functions at each division to fold into the department's overall needs. A review of classifications currently performing these work functions is conducted in order to validate that these duties match the critical job functions. This is accomplished by reviewing the classification specifications and the duty statements and comparing these to the actual work being performed. Each position must have well defined job competencies to ensure that incumbents possess the level of knowledge, skills and abilities required to efficiently complete the critical work functions. The development tool provided to these departments will assist them in addressing workforce misalignments and engage in workforce reshaping.

Each department should monitor their workforce data on a biannual basis. This is done by capturing the number of positions established, vacancy rate, number of employees nearing retirement age and the recruitment efforts required to fill these vacancies. For example, if a state department has 15 established Senior Civil Engineer positions, four of which are vacant and nine are eligible to

retire in the next 5 years, the department should fill those remaining 4 positions as soon as possible.

An analysis conducted by the SWPCU has found that these kind of highly technical classifications will be most affected by retirements. These classifications have significant education and skill level requirements and involve more recruitment effort. To assist state departments with this task, SWPCU has developed classification watch lists to be shared with the state departments so they can adequately monitor their highly vulnerable classifications.

Departments must concentrate efforts on the retention of their staff. An appropriate first step in implementing effective retention strategies is to identify why staff are leaving, if not for retirement. SWPCU is currently developing a new confidential exit survey to assist all state departments in identifying retention issues. Although many departments have supervisors do formal exit interviews, employees may feel more comfortable providing all of their reasons for leaving in an anonymous environment. Using an external confidential survey will provide valuable insight for departments that may not be attained otherwise. Utilizing the information gained through the confidential exit survey, departments can develop and implement effective retention strategies. According to SWPCU, retention strategies such as the following must be detailed in the departments' workforce plans: certificates of appreciation, challenging work opportunities, frequent one-on-ones, flexible work schedules and professional development opportunities.

In order to keep up with the diverse labor needs of California, departments must recruit the most talented, highly skilled personnel available. It is up to state supervisors and managers to find the right person with the right set of skills for their positions. SWPCU suggests they use screening criteria specific to the needs of the position and use competency based interviewing

techniques for hiring. Several training classes are currently available to state supervisors and managers to learn these hiring techniques. Managers who follow these techniques have had great success in filling their positions with talented personnel.

All departments have a responsibility to market the State of California as an employer of choice. Although some employees in the private sector may be paid a higher salary than state civil service employees, the salaries combined with employee benefits make state civil service extremely competitive. State employees also receive the unique benefit of stability which is more important than ever in these tough economic times. In recent years, highly successful businesses have had to close their doors leaving their loyal experienced employees looking for a new career. State of California employees have a variety of career paths for professional growth opportunities. State employees have the opportunity to change into new career fields without losing their state civil service tenure. The career diversity offered to state employees make them more well-rounded, knowledgeable and highly marketable. In addition to competitive salaries, benefits and diverse work and training opportunities, state employees also receive the intrinsic reward of knowing they make a difference to the daily lives of fellow Californians. The work we do matters.

The workforce needs and challenges facing the State of California are vast. However, with the assistance of all state departments, SWPCU is committed to meeting California's needs for continued public service. Through the use of user friendly workforce planning tools we will assist state departments in developing solid workforce plans that are practical and valuable in meeting these workforce challenges. Together we make the difference to the overall success of our state.

Pensions, Tenure and the Ability to Recruit

By Craig Curtis

WOODROW WILSON ADVOCATED famously for those of us in academia to recruit the best and brightest of our students into public service. I agree with this idea and have urged many of my best students into public service, but it is getting harder to do so. One of the reasons is that the two main benefits of public sector service, tenure and a defined benefit pension, are no longer deemed safe.

Budget issues in virtually every jurisdiction in the nation have resulted in many employees being laid off or being forced to take unpaid furlough days. Tenure rights do not protect a worker when the job itself is being eliminated, or when everyone is being forced to take a reduction in pay. Part of the reason why high unemployment rates have persisted despite the “recovery” from the most recent recession is that the private sector is creating new jobs but the public sector is losing jobs. Tenure is clearly not worth what it used to be.

I live in Illinois, with its “worst in the nation” pension issues and political gridlock. Pension issues are not unique to Illinois and many public sector jurisdictions are seriously rethinking the defined benefit pension as part of the compensation package. The defined benefit pension has been largely replaced in the private sector by the defined contribution idea and lots of public sector organizations are moving in that direction.

Traditionally, one of the more attractive benefits of public sector employment was the defined benefit pension. The classic model was that the public sector employee took the job, knowing that the pay was low, but also knowing that the pension was waiting. It is comparable to an employee in the private sector choosing to defer a part of their compensation to the future, something quite common in the higher echelons of the corporate world.

In Illinois, because Article XIII, section 5 of the state constitution itself guarantees that no pension benefit can be “diminished or impaired,” this idea of a defined benefit pension as deferred

compensation is enshrined in the law in a way that makes pension reform very difficult. Despite that, it serves to bring into clear focus the competing frames with which public sector pension issues are viewed.

On the one side, conservatives like Wisconsin Governor Scott Walker see public sector employees as having too beneficial a position. Not only are they seen as overpaid, but also as having too much political power since they play both the role of public employee and also the role of citizen, to whom the public sector employee is ultimately responsible. It is almost as though, from this point of view, the worker gets to set their own hours, conditions of work and pay levels. From this point of view, the worker has given themselves too generous a pay check, including a pension that imposes a burden on the next generation. Reform demands that this burden on future generations be eased by reducing pension obligations for current employees.

On the other side, the public sector unions see themselves as public servants who have sacrificed the potential rewards of a private sector job, with its potential for rapid advancement and bonuses, for lower pay, the satisfaction of serving the public and a pension when they retire. In essence, the job, when contracted, included deferred compensation. If highly paid athletes and Chief Executive Officers can defer compensation as part of their employment contract, from this perspective it only stands to reason that public sector employees in the middle of the pay scale can also defer part of their compensation. Reform then can only proceed prospectively, applying only to new hires and those not yet vested in the pension system.

Which frame is correct? It is a battle of political points of view. On the one side, the Tea Party types are intentionally trying to weaken public sector unions because they see them as entrenched interests seeking to preserve their unique benefits at the expense of the public good.

On the other side, the public sector unions see their workers as deeply committed public servants simply seeking to preserve what is rightfully and contractually theirs.

Most Americans see the Tea Party as extreme, but also understand that while the Tea Party members may not be entirely rational, they are trying to force the nation to come to grips with its fiscal health. The citizenry would prefer a more balanced, bipartisan approach. At the same time, many Americans may see public servants as no longer underpaid, but they certainly have sympathy for the public sector worker who has to deal with furloughs and the many retired public servants who depend on the relatively small pensions they receive, especially when compared to the massive salaries and bonuses paid to the corporate elite. The citizens also understand that we simply can’t afford to pay off these pension obligations at 100 percent of face value without taking funding away from valued programs like education.

The political battle over this frame has made it even more likely that the best and brightest will choose the private sector. The existing political conflict over how to handle the pension issue, the downward pressure on levels of public sector employment due to budget issues, the overt attacks on public sector unions by politicians and by academics like Terry Moe at Stanford University’s Hoover Institution, make the public sector seem like a bad idea for recent graduates seeking employment. The conflict makes public sector employment seem an uncertain prospect. If you don’t have tenure and the promise of a pension, you might as well just seek private sector employment. The hiring process is faster and the potential for salary increases and promotion are greater. Unfortunately, it also means that the best and brightest will also be the ones most keenly aware of the political battle over public sector pensions and tenure and will be the one first to shy away from applying to work in the public sector. I do not think that Woodrow Wilson would like this state of affairs and I don’t either.

What can be done to attract intelligent and highly capable young workers to public sector careers? The first thing is let’s quit taking such extreme, conflictual positions on pensions and unions and seek realistic compromise on pension reform. The political battle makes the public sector seem like an unsafe choice. Only when rational, bipartisan compromise on sensible fiscal reforms at the state, local and federal levels occur will we be able to rehabilitate the image of public sector employment. Second, if we must move away from the defined benefit pension, and I think we must, it must be done in a way that allows current employees adequate time to plan for retirement. Perhaps a defined contribution system can be phased in, based on time in service. Those employees close to retirement can retire based on the pension obligations incurred by their employers over their long period of service. Employees in the middle of their time in public service may have to transition to a hybrid system with aspects of both types of system, as do some federal employees now. New hires can enter into an employment relation with a public sector organization in full knowledge that they must work longer than current employees before retirement and must rely on investments in a defined contribution system in contrast to their peers under the old system. Regardless, the employees themselves should be involved in the political negotiations for a reduction in pension benefits or a transition to a defined contribution system.

The conflict itself is damaging to our public sector organizations, more so than budgets cuts alone. We can’t exist without the public sector because our citizens are far too used to high levels of service. Let’s act like grown ups and deal with the issue in a mature way instead of acting like little kids and taking uncompromising positions intended to exacerbate the conflict.

Craig Curtis, J.D., Ph.D. is an associate professor of Political Science at Bradley University in Peoria, IL .

Growing the Next Generation of Local Government Professionals

By Robert C. Bates, Carl "Bill" Eger, Sophie Mintier, John P. Naylor, Evelyn Reed and Darrell Harvey

LOCAL GOVERNMENTS ACROSS the nation face significant vulnerabilities as the Baby Boom generation begins to retire (U.S. Census Bureau, Nov. 2011; Green, 2000). The challenges presented by shifts in workforce demographics, fiscal constraints and public perceptions of government may threaten local jurisdictions' ability to ensure that they have the next generation of public servants to meet residents' needs. To address this issue, as part of the Metropolitan Washington Council of Governments' Regional Executive Development Program (REDP), we conducted an investigation of the recruitment and retention challenges facing local governments in the National Capitol Region (Washington, DC and surrounding municipalities) and identified nine diverse strategies that may be useful for local jurisdictions in the NCR and elsewhere in addressing this issue. Our investigation included a review of relevant literature, as well as interviews and a survey of executives and human resources staff in the region.

Challenges and Opportunities

With a workforce that is on average older and also more educated than the private sector, local governments are likely to be hit harder and sooner than other sectors by retirements (Davidson, Lepeak, and Newman, 2007). About 36 percent of local government workers are over age 50, compared to only 24 percent of private sector workers and 26 percent of workers overall (Greenfield, 2011; Abbey and Boyd 2002). Subsequent generations of workers are smaller, leaving fewer people to fill these vacancies. While many local governments are conducting succession planning to capture and retain the institutional knowledge of these workers, departing employees and their successors often feel unprepared for the transition.

The retirement of knowledge workers

– workers in jobs requiring specialized skill sets, education, or training - is particularly challenging, as these workers represent a large share of the local government workforce (e.g. health care workers, legal professionals, natural scientists and managers) and possess skills, knowledge and expertise that is not easily replaced. These positions account for more than 50 percent of government jobs, including local government jobs. In contrast, only 29 percent of private sector positions are in knowledge work (Benest, 2003; Jacobson, 2007).

Regardless of when the full impact of this demographic shift occurs, it will make it increasingly difficult for local governments to deliver the services their residents expect. Recruiting and cultivating new talent is clearly critical to addressing this impending crisis, but cuts to local government budgets for salaries and benefits. Negative public perception of public sector workers also make it difficult for local governments to compete with other sectors for top professionals. A survey by the Center for State and Local Government Excellence found that the public perception of government workers is the number one hiring challenge for government employers; 73 percent of the organizations surveyed cited this as a major challenge to hiring new employees (Center for State and Local Government Excellence, 2012).

In our interviews and survey of local government representatives, they often cited lower salaries (relative to the private sector), defined benefit retirement programs and long and onerous application and hiring processes as major recruitment challenges. However, these exchanges also highlighted some of the comparative advantages local governments offer and areas of opportunity. In many ways, local governments are uniquely suited to meet

the needs of younger generations of workers. Local governments can provide employees with the opportunity to take on big, challenging projects; the chance to make a meaningful difference in local communities through the delivery of wide-ranging and direct services, and the ability to achieve work-life balance. These are qualities that many workers, particularly younger workers, are seeking in their professional lives. Local governments can and should use these advantages to compete for talented, committed employees.

Proactive Strategies

To address these challenges and capitalize on these opportunities, local governments must reinvent their approach to hiring. Our research suggests three overarching approaches for how local governments might do this:

- Improving strategies for attraction and recruitment;
- Effectively branding and communicating the mission, services, and benefits of local government public service; and
- Participating in cooperative regional initiatives to attract talent to local government public service.

Using these key approaches as a framework, we recommend nine specific solutions that local governments can implement individually and/or cooperatively. Some of these solutions are relatively straightforward to implement, while others would entail more substantial costs and coordination. The recommendations are tailored to attract knowledge workers (professionals in jobs requiring advanced training or education, e.g. analysts, engineers, managers).

The recommended solutions are:

1. **Develop mission-driven job descriptions:** Job descriptions should emphasize what the position

can accomplish and how it furthers the organizational mission and impacts the community, rather than simply experience requirements and responsibilities.

2. **Streamline hiring timelines:** Talented applicants generally have options. Reducing the lengthy hiring process can increase local governments' chances of getting the most competitive candidates.
3. **Make work-life benefits a core value:** Benefits such as telework, flexible schedules, wellness programs and professional development opportunities contribute to employee satisfaction and make an organization more desirable to some applicants. Local governments should strongly emphasize the benefits they offer in recruitment and marketing efforts.
4. **Partner with veterans' organizations:** Veterans bring transferrable skills and a demonstrated commitment to public service. Partnerships with veterans' organizations can encourage more veterans to consider opportunities in local government.
5. **Partner with educational institutions:** The region's institutions of higher education attract large numbers of public service minded students to the area. While federal government and non-profit opportunities tend to be a major draw for such students, jurisdictions can work with local universities and colleges to increase exposure to local government careers through curricula, outreach and work opportunities.
6. **Conduct cooperative recruitment activities:** Participating jointly with other jurisdictions in job fairs and other recruitment events can provide benefits while reducing the time and cost demands on individual jurisdictions.

Emerging Issues: Whither the Public Service?

COLUMNIST:
Bill Barnes



The 40-year assault on government is a clear case of mumpsimus (“a view stubbornly held in spite of clear evidence that it’s wrong” according to Garg’s wonderful A.Word.A.Day.)

It’s time for something else, perhaps lots of something elses.

We have experienced a long, negative phase of a sort that recurs in American history. It followed the long activist (and intermittently progressive) phase from the New Deal to Nixon’s New Federalism.

Moving now toward a more constructive phase requires considerable nudging. Public administration professionals have a lot to contribute toward a vision of better government that would be part of a broader movement.

Solutions? There are no “solutions;” only more work.

There are nonetheless responses and adaptations that seem likely better than others. Some options are rooted in practices inside governments. Others must be sought outside. The strongest strategies will encompass both.

In media-speak, the inside game is what happens inside the metaphorical “Beltway” that surrounds every governmental entity. It engages players in the organization and in its governmental environment --- administrative leaders, elected officials and their staff and interest groups. It’s important and necessary. But it’s not sufficient and it’s not the only thing that matters.

An approach that deserves emphasis, for example, is the under-used “outside game” with users, constituents and citizens. A regular component of any agency’s performance should be to help build a constructive civic discourse. That

involves engaging the public about the purpose to be served, encouraging shared ownership of the problem/opportunity to be addressed, and exhibiting the capacity to hear, understand and act upon people’s concerns. (One/off outreach in response to funding threats and lectures-without-listening are regularly dismissed as self-serving.)

War metaphors (see this column’s first sentence, for example: “assault,”) mislead us to see only win/lose, all-or-nothing possibilities. Images of attack and defense help keep us from the unpleasant task of taking criticisms seriously and considering whether they ought to be acted upon.

Thus, another chore is to tease apart and consider separately the various strands of what is often mistakenly seen as a coherent anti-government position. Extracted from their vociferous context, some of these strands deserve careful thought. Equally careful responses can be useful in constructing a broad reform agenda, an agenda that is not merely defensive but is an alternative vision that is capable of motivating and energizing.

A Longer View

Serious, quite fundamental and greatly different ideas and values are at stake here. For some people, the starting point and enduring framework for understanding social and political life is the “virtuous citizen” and what Edmund Burke called the “little platoons” of family and civic associations. For others, democratic representation, incrementally expanding public sector roles, and accountable government is that point and frame. For still others, government is the first authority and manager for all issues --- from moral to economic.

For a small tribe of folks, the foundation is

what Garry Wills calls “anti-government values.” In *A Necessary Evil*, Wills usefully and vigorously surveys 200 years of the more extreme American adherents to this view. Readers may recall examples --- some adherents of the New Left 50 years ago; Norquist’s drown-government-in-the-bathtub rhetoric; and parts of today’s Tea Party. Unfortunately, there are also violent illustrations --- McVeigh in Oklahoma City comes harrowingly to mind.

Sorting all this out taxes even the most adept minds. Government-oriented people are tempted to over-estimate the enduring value of the way government currently does its work and to underestimate the importance of the evolving societal context. Civil society-oriented people often make the opposite errors.

Moreover, distinguishing between politely stated anti-government values and a strong civil society framework can be difficult. Henry Thoreau was rhetorically extreme --- “That government is best which governs not at all” --- but he didn’t blow up public buildings. President Reagan claimed that government is the problem; what he meant is still contested. Even proponents of government as a “necessary good” (Wills’ phrase) sometimes admit (or should) that everything done by government is not wonderfully good or wonderfully done.

America being a rich and wasteful place, we have every possible combination and permutation of these themes. Most of us believe contentedly in some rattle-bag of elements from across this spectrum whose contradictions we are intelligent enough to ignore.

Let us say that these threads are, well, significantly various. Taken together, they

weave the tapestry of American political history and provide the substance for the shifting patterns of dominant ideas.

What next?

What if the drift against government continues and strengthens? Maybe the nation transitions to a dramatically constricted new governmental normal and the public service transitions accordingly.

If we are agile and brave enough to contemplate that possibility, then we can also consider other possibilities. Maybe the current controversy and gridlock will persist and we will learn to live with it, leaving everything unsettled and fraying everyone’s nerves. Or, maybe the nation will shift to a surge of affirmation for governmental roles. (Or, construct your own probable scenario(s)....)

The current phase will also pass, but not without more and perhaps even more intense political effort. And not soon enough to avoid damage --- much already done --- to our capacity to act collectively and, unforgivably, to our fellow citizens.

So, now is not the time for public administrators to hunker down. Neither is it time for defensive, public relations-type celebrations of all things governmental.

Employee Engagement Counts

COLUMNIST:
Christine Gibbs Springer

INCREASINGLY, EMPLOYEE ENGAGEMENT and recognition is becoming a fundamental way in which both private and public sector employees and managers evaluate organizational culture and jobs leading to increased recruitment, retention and development opportunities. Effective recognition equates to motivation and success not only for employees but also for employers according to a spring 2012 Globoforce workforce survey of 653 private sector workers.

This summer (July, 2013), we surveyed 750 public employees in the United States coming to similar conclusions. This followed a similar survey that we conducted in 2011 of 800 public employees. Our inquiry concluded that public managers today are taking a strategic approach to recognition programs that then result in measurable benefits to the bottom line driven by increases in employee engagement, retention and productivity.

As a result of our inquiry, we found the following: Employee engagement and recognition is on the increase; frequent recognition correlates directly with employee satisfaction; employees are more likely to consider leaving a job for an organization that recognizes their employees; employee appreciation motivates workers to work and when recognition is tied to organizational culture and values, it clearly counts more to employees.

The importance of employee recognition is increasing both in organizational practice and in the minds of public employees. More organizations see recognition as a critical way of engaging and unifying their global workforce and managing and growing their culture and keeping it current. Our survey found that more organizations have recognition programs today than they did in 2011 (65 percent/50 percent) and that more employees have been recognized in the past three months than in 2011 (50 percent/40 percent). Recognition is also becoming more important to employees as 80% said that recognition made them feel more satisfied with their work and/or position which compares to 70 percent in 2011. What this means to me is that organizations

that neglect or don't have employee recognition programs are missing a huge opportunity to impact key recruitment and retention metrics due to other public sector organizations increasing their recognition programs (+14 percent since 2011) and those recognition programs differentiating the organization in the minds of prospective employees. Despite this fact, 40 percent of our respondents indicated that they had not been engaged with or recognized in the last six months or longer which represents a real opportunity for organizations to increase employee engagement as well as a big opportunity for other agencies to lure those employees away.

Frequent recognition correlates positively with employee satisfaction as well as to employee feelings of being appreciated and their job satisfaction. For example, infrequent feedback had 40 percent less impact than more regular contact with employees and for those recognized in the last three months, 80 percent felt effectively appreciated by their supervisors, 75 percent felt that their level of recognition was satisfactory and 90 percent felt that their managers effectively acknowledge and appreciate them. Seventy-six percent stated that they love their jobs compared to 30 percent of those who were recognized only six months ago or more.

Employees are more likely to consider leaving a job for an organization that recognizes their employees (55 percent). Unhappy employees find a way to leave the organization. One major factor in how quickly that turnover happens or doesn't happen is recognition. More than half of the employees are at risk and 55 percent of workers said that they would leave their current job for another organization that clearly recognizes and appreciates employee contributions. That is 15 percent higher than 2011. Employees who see themselves as receiving adequate recognition are less likely to leave the organization. Of those who had been recognized in the past three months, only 20 percent said that they were considering a job change versus 51 percent of those who had never been recognized indicating a likelihood of leaving the organization.

Employee appreciation motivates workers to work. Appreciation is the fuel that drives not only worker happiness but also worker motivation. Positive recognition from managers and peers has been proven to make a significant difference in engagement. Employee engagement is linked again and again in our and other studies to motivation, productivity and increased earnings and revenue for agencies. That trend seems to be growing. Eighty percent of the employees that we surveyed said that being recognized actually motivated them in their jobs. That is an increase of 5 percent since 2011. Seventy percent of those surveyed said that they would work harder if their efforts were better recognized and appreciated, up from 60 percent in 2011.

When recognition is tied to organizational culture and values, it clearly counts more to employees. Since many public managers spend more waking hours with their co-workers than with their families, knowing that those co-workers share their goals and core values is important. 80 percent of those surveyed considered organization culture an important aspect of the organization that they work for. Only 50 percent of those surveyed thought that they worked in a strong, positive culture and the strength of the organization culture corresponded directly to the frequency of recognition. This may mean that employees who are recognized have a much higher stake in the organization's culture and that when recognition is tied to organizational values, employees better understand how their efforts are appreciated by the organization and their co-workers. This creates a work environment that encourages more engagement among employees and between employees and management. It also creates a type of alignment that provides direction and reinforcement for the organization's culture, as employees will know what type of behaviors are most desired and recognized.

As one respondent indicated: *"My favorite organization that I ever worked for was one that had both formal and informal recognition and engagement programs. It was fun to work there because at least once a week, usually more often, you were recognized in small ways – such as a free cup of coffee at*



an interagency social hour/coffee break - and it was part of the organizational culture."

In the final analysis and according to our survey responses, recognition has not only become part of our dialogue, it has become a fundamental way in which managers and employees evaluate organizational cultures and jobs. Across the board, effective employee recognition equates to motivation and success not only for employees but also for the employer. Employee recognition is becoming increasingly important to employee recruitment, retention and development and frequent recognition and employee satisfaction go hand-in-hand because regular recognition correlates with satisfaction, feeling appreciated and feeling more effectively recognized by management. Failure to recognize employees may result in higher turnover due to employees being more likely to leave and recognized employees being more likely to stay. Organizational appreciation of employees directly translates into motivation since employees indicate that more recognition and appreciation would motivate them to work harder at their job. Culture also matters as more employees value a strong, positive organizational culture and since more than half of public and private organizational cultures currently fall short, recognition represents an opportunity to reverse that trend. As one respondent indicated: *"Engagement lets you know that you are doing a good job and makes you feel proud and good about the job that you are doing."*

ETHICS MOMENT

Without Fear or Favor!

By Don Menzel

The ethical challenges facing elected and appointed public officials and government employees are numerous, daunting and ever more complex in the hyper-connected world of the Internet, blogs, tablets, and electronic communication. Is it any wonder that so many public officials fall off the ethical ladder as they move up in tenure or position of authority?

No, but the question might be rephrased to wonder, “why do so many keep their balance?” The truth of the matter is that we do not know precisely how many men and women holding public office in America stay the ethical course, but it is reasonable to presume that the numbers are much greater than those we know about whose ethical worldview is ajar.

There is certainly no end to disgruntled voices, media stories and court dates for erstwhile officials who, as the infamous New York Tammy Hall politician State

Senator George Washington Plunkitt plainly put it in his day, “I seen my opportunities and I took ‘em.”

Still, perhaps it is time to push beyond the “what’s in it for me” mindset and explore more fully the ethics of those public officials who successfully navigate the perilous waters of public office. Oh, I know this is not an easy task, especially when all too often we hear “clunk, clunk”—another one fell off the ladder. Just this past August, the FBI arrested three suburban Miami mayors (Sweetwater, Homestead and Miami Lakes) on corruption charges. One ethics watchdog put it plainly: “Florida has become the corruption capital of America.”

Let’s take a look at the career of one public official who learned how to stay on the ethical ladder—City Manager LeRoy F. Harlow (1914-1995). Over the span of his career, he served five communities in three states. He

“walked the talk” with an integrity philosophy that went something like this - do not fear others or losing your job, just do the right thing . . . and do not do favors. With a B.S. degree in industrial engineering from Iowa State University in 1938 and an M.S. degree in public administration from the University of Minnesota in 1943, LeRoy Harlow moved West to become the first city manager of Sweet Home, Oregon, population 3,300—a war-boom logging and lumbering town that had the local FBI reputation as the “toughest town in Oregon.”

His career start up in Sweet Home was followed by city manager jobs in—Albert Lea, Minn.; Fargo, N.D.; Richfield, Minn.; and Daytona Beach, Fl. in 1952 where Harlow describes the climate as beautiful but the “political climate” as “anything but beautiful.” In 1954, he departed Daytona Beach to work as a consultant and advisor from

Connecticut to California for another 20 years. Upon his departure from Daytona Beach, the local newspaper described Harlow as “a dedicated man and believes every citizen is entitled to equal treatment and service from their city employees. He performs his duties without fear and without favor.”

LeRoy F. Harlow understood that public service is an honorable profession. He knew that in his role as a city manager, he had a fiduciary responsibility to not only do things right but to do the “right” thing. His motivation and integrity served him well for building a reputation for honesty and a career with many accomplishments.

Sources: LeRoy Harlow, *Without Fear or Favor* (1977). Nick Madigan, “Arrests of 3 Mayors Underscore Florida’s Reputation for Public Corruption,” *New York Times*, 2 September 2013, A9.

EMERGING ISSUES CONTINUED FROM PAGE 8

It’s time for a reform movement that envisions better American governments that will fit and enhance 21st century American life. Such a reform process could articulate and advocate a coherent picture that draws upon practice and research around, for example, inter-agency networks and collaboration, regional problem-solving, better workforce arrangements and civic engagement processes. It could also learn from, respond to, and incorporate usable aspects of critiques of government.

For public administration folks, the outside game is tricky and risky. The way forward is cluttered with hyper-partisanship, fiscal stress, tax phobias, budget-cutting, and electoral tactics that excoriate agency and worker performance.

PA folks, however, can make unique contributions that speak from within their expertise and experience; avoid a mumpsimus of their own; and also navigate carefully through, around and over outside game Scyllas and Charybdises.

Reflective practitioners and open-minded scholars could offer a constructive re-thinking of the possible futures of how government gets done and how to get there. (The job here, roughly speaking, is about the administrative “how,” not the policy “what.” Offering still another clever policy scheme for Federal budget-balancing or for ending urban sprawl lies outside this remit.)

We need ideas and leadership for a confident, self-critical, forward-looking public discussion that energizes a

wave of public administration reform for each and all our governments. That reform would be grounded not in current management requirements and perspectives but in the political values of the nation.

Whether government should govern least or most or not at all is not a useful formulation. The issue is whether we have the will and the capacity to define and tend our commons effectively.

Contributing to that re-framing would be a public service.

Bill Barnes recently retired after a long career at the National League of Cities. He is a Fellow of the National Academy of Public Administration and a member of the MacArthur Foundation’s Building Resilient Regions Research Network.

RECRUITMENT AND DEVELOPMENT IN PUBLIC SERVICE

A Platonic Approach

By Donal A. Hardin, M.A.

In his discussion to determine who is best fit for public service, Plato (2004) suggest that the philosophical qualities of “knowledge, experience, and argument” should prevail (p. 283). He then proceeds to extol the training and education required to assure all of the necessary virtues are present in these ideal public servants. Plato’s approach insists that virtue, justice and selfless dedication to the city-state are mandatory and desirable traits for public service. This assessment is a critical and relevant standard during the recruitment, selection and training of our modern public sector employees as well. Whether one works in child protective services, public education, or state and federal legislatures, these professionals hold sway over the transactional dictates of public policy. Contemporary government professionals, like Plato’s guardians of old, attain a power over daily decisions that impact the lives of countless individuals. How do you seek and ensure these traits in public sector candidates? This analysis suggests an imperative that government employees are recruited, selected and developed with this fundamental nature in mind.

Plato described the types of rulers and guardians (read “policy makers”) that are best suited to lead any city-state. He claims that the leaders of tomorrow must be sought and trained from youth to deal with myriad adversity and resist temptation. Plato tells us, “Neither compulsion nor sorcery will cause them to discard or forget their belief that they must do what is best for the city” (Plato, 2004, p.97). The modern public sector professional, like Plato’s best ruler, must be called to a higher standard, with the proper pride of accepting the responsibility of authority for which he or she is best qualified. While we must consider the dynamics of the generation gap and the individualist worldview trending in younger workers,

leadership must adapt the selection process to ensure ethical mandates while accommodating the changing, disparate values that impact how employees are motivated (Ferguson & Whisenand, 2002, p. 14). Perhaps we should begin to offer early education coursework aimed at the ethical introduction to the virtue, value and rewards of public service? Invariably, we must seek the altruistic and intrinsically motivated individual for whom compensation and title are a relevant but secondary concern. Many of our indefatigable and dedicated teachers provide the exact model for this virtue-first approach.

Hiring and retention, of new and dynamic employees, is quickly becoming a much more vital process due to the shrinking fiscal pool of public resources. This presents the unfortunate reality of the perpetually confronted mandate to “do more with less.” Once hired, new employees must be welcomed and professionally developed by ethical government managers that embrace their impact on the wellspring of the organization. The goal of strong ethical and transformational leadership is to inspire followers to make the organizational goals their own. By doing so, employees are intrinsically compelled to work harder, do better, and become more effective and creative for the organization. Some entities in the corporate world are beginning to use the classical study of ethics to improve their management style in the boardroom. In some cases, consulting companies use Shakespeare (Henry V) to draw lessons about the various ethical virtues of leadership (Movers and Shakespeare, 2007). A very novel approach!

The issue of retention is one of personal relationships, trust and mutual respect. Modern public-sector leaders will have a role to play, fostering an ethical and visionary approach to this relational

dynamic. This means empowering government workers at all levels and engaging their individual strengths. Practically and philosophically, empowerment allows qualified individuals to have more control over decision-making regarding their tasks (Hickman, 2010, p 176) while supporting individualism, freedom, responsibility and even economic efficiency (Cuilla, 2004, p.76). Empowerment provides autonomy, inclusion and an increased sense of self-worth and ownership that supports proficient delivery of excellent public services. Identifying and developing employee strengths have also been shown to increase their levels of engagement by nearly 75 percent, resulting in a “cumulative advantage that continues to grow over a lifetime (Conchie & Rath, 2008, p. 2, 16). A happy, intrinsically motivated employee is one that does not seek to relocate -can we imagine difficulty in retaining individuals that express these positive sentiments?

So how do we improve the process to provide for some of these ethical and philosophical Platonic suggestions? Entry exams and interviews should be peppered with targeted question and answer sessions, performed by intuitive individuals, to specifically uncover the candidate’s ethical capacity. Most hiring processes are structured around a few standard and pre-packed questions that forgo insight into the interviewee’s character and intent. It is not enough to query, “Why do you want to be a...?” Interviewers must employ follow-up questions like, “Give me your philosophy of ...” and probing, qualitative queries to deconstruct the true nature and intent of the individual.

One effective format often used in the private sector entails an all day evaluative cycle including multiple interviews, leaderless group exercises, round-table

discussions and candidate presentations. Placing the candidate in real-world scenarios involving the need for cooperation, time-management, critical thinking and an appropriate amount of evaluative pressure that reveals accurate and insightful indicators of readiness and ability to assume job duties. This testing period should involve 8 to 10 hours of constant, round-robin progression through the exercises to physically and mentally challenge the subject. Plato said that only through the process of “pains, labors and contests” could true public servants be found (Plato, 2004, p.97). When looking for diamonds, one would do well to remember they are only produced by pressure.

All public agencies engage in some form of ongoing, in-service training. Many of these sessions are dedicated to marginal topics that are only covered in brief once a year to meet the mandates of liability or policy. Public agencies should arrange for courses in ethics and public service to be made available to all employees through reputable and independent professional organizations twice or more a year. An example from the policing sector, the International Association of Chiefs of Police provides classes designed for just such a need. Curriculum includes role-play, discussions and lecture about ethical issues related to successful community oriented policing ideology (IACP, 2007). All public sector agencies should arrange for their employees to study, attend and even teach such courses that can then be brought back to their agencies for the benefit of all. This depth of development must be encouraged and rewarded as a means of extending the agencies networks of knowledge and individual employee development. Burke (2010) describes the positive impact that *open system theory* holds for organizations that encourage an organic interconnectedness of networks in an ever expanding global environment

GROWING THE NEXT GENERATION CONTINUED FROM PAGE 14

7. **Develop an "I Am Local Government" campaign:** This outreach campaign would highlight the rewarding nature of local government work, the talented people doing it, and the public service it provides through a website featuring videos, social media and other content. Aimed at personalizing local government employment, the campaign would target potential candidates but could also be used for broader communication purposes.
8. **Create a central job vacancy website:** A centralized website for all local government job openings in the region would make it significantly easier for potential candidates to find opportunities in their field throughout the region.
9. **Develop a regional fellowship program:** This would be a one to two year rotational fellowship program that would expose early-career professionals to a range of agencies and jurisdictions and provide local government with a pool of talented professionals to work on important projects.

The project team also created a website, www.iamlocalgovernment.org, to provide more information on these solutions and recommend prototypes for jurisdictions in the NCR region.

To respond to the significant demographic shift in their workforces, jurisdictions will need to find new ways to attract, recruit and retain the next generation of local government professionals. We believe these nine recommendations, if applied strategically, can be useful tools for building a talented workforce for the future, and although the target of the initial investigations was the National Capitol Region, we are confident that the recommendations have relevance for many other jurisdictions facing the challenges described.

The authors are a part of the Institute for Regional Excellence - Regional Executive Development Program - Cohort X with the Metropolitan Washington Council of Governments and The George Washington University Center for Excellence in Public Leadership. They can each be reached by email: Robert C. Bates, Montgomery County, MD (Robert.Bates@montgomerycountymd.gov); Carl "Bill" Eger, City of Alexandria, VA, (bill.eger@alexandriava.gov); Sophie Mintier, Metropolitan Washington Council of Governments (sophie.minter@gmail.com); John P. Naylor, Fairfax County, VA (John.Naylor@fairfaxcounty.gov); Evelyn Reed, Prince George's County, MD (ereed@chr.state.md.us); and Darrell Harvey, PhD, George Washington University Center for Excellence in Public Leadership (dharvey@gwu.edu).

A PLATONIC APPROACH CONTINUED FROM PAGE 11

(p. 57). Let us not simply send folks to conferences, but strive to develop supremely proficient experts.

As expectations for public sector professions continue to evolve so must the applicant search and selections process. If we were to assume a more classical interpretation of the concept of "ethics" we would seek that choice which benefits the public body most, and includes a responsible and compassionate sense of *otherness*. The procedural and philosophical suggestions have been put forth here, but any approach should first clarify the primacy of ethical public stewardship. A system thus established for selecting government professionals will attract and retain the best and brightest "person who would be most useful...to the city" (Plato, 2004, p. 99).

Donal Hardin is a retired policing and corrections professional who has created and facilitated ethics training for his former department. Donal is currently pursuing his PhD in Public Policy and Administration and is a criminal justice faculty member at various institutions of higher learning.

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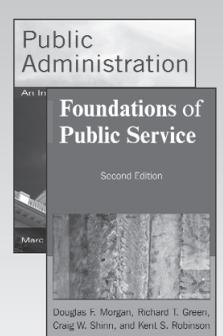
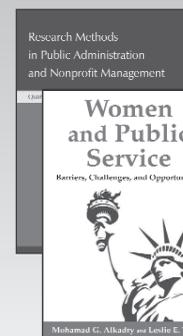
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Workforce Diversification Strengthens Public Service

By Celeste Sotomayor Schmid

RECRUITING, RETAINING and developing a population of public servants who will competently staff our public agencies is a crisis that federal agencies will face if the 35 – 50 percent of employees who are eligible to retire choose to do so, as Starks and Brooks have predicted (2009).

Many of the recent articles that address the need for a pool of qualified public servants to staff agencies address this issue from the perspective of how to attract and retain Gen Y'ers to the profession. A related group of cautionary articles discusses human resources management in the public sector from the perspectives of the facilitative and administrative states (Newland 1999, Vogelsang-Coombs, 2007).

This article attempts to find a balance between these two broad themes, by suggesting that by expanding the scope of their search beyond Generation Y'ers to include more diverse age groups, that human resource managers in the public sector would be able to fill the anticipated need for competent public servants.

Using a blended approach, by this I mean blending generations of workers, would also be useful in developing structured knowledge management programs to retain institutional knowledge, which is likely to be lost when large groups of employees retire. Generational diversity in the workplace also provides a balance of representation of the public interests which agencies and the programs that they administer, are meant to serve.

By defining the similarities between Gen Y'ers, and other generations of workers, this article challenges the stereotype that Gen Y'ers and other workers are not compatible. Second, this article lays out the case for innovative work arrangements. Third, the benefits of mentorship and knowledge management are highlighted.

Gen Y'ers have been portrayed as driven by unique values as compared to previous generations of workers, making Gen Y'ers less likely to be willing to commit to positions in the public sector.

Gen Y'ers, generally refers to individuals

born between the years of 1980 and 2000. The case for the shortage of staffing for the public sector has been made by identifying the characteristics of Gen Y'ers that set them apart from the three other generations who are still in the work force: the Traditionalists, Baby Boomers and Generation X'ers (Meier, Austin, Crocker 2010 and Mello 2011).

Meier, Austin and Crocker describe Gen Y'ers as being different from other workers because of their desire for challenging and fast-paced work, preferring a work-place with continued educational opportunities, good leadership, and mentoring/job-feedback, fast-tracked promotions and flexibility in work schedules (2010). While Gen Y'ers are described as different from other generations of workers, Jurkiewicz (2000) and Neville (2009) describe both Gen Y'ers and Baby Boomers as having a strong need for mentorship, good leadership and career advancing opportunities.

While Gen Y'ers are portrayed as different from previous generations because they do not see themselves as “defined by their work,” they are also identified as hard-working and willing to travel on the job. They also believe that they should receive compensation for the time that they spend working (Meier, Austin, and Crocker 2010). Their demand for compensation, however, might be analogized to the demands of previous generations of workers who have demanded overtime compensation and who supported unions to protect the interests of workers.

A generationally diverse workforce could promote a collaborative work environment, leading to improved knowledge management in the public sector.

Gen Y'ers values have been portrayed by some authors as barriers to their participation in the public sector. Yet, other authors, such as Llewellyn Piper in his 2012 article on healthcare staffing, suggests that the traits associated with Gen Y'ers be used as a guide in understanding how to motivate this generation of employees to work collaboratively with other generations who are also in the workplace.

This article proposes that the shared issues that drive different generations of workers such as: mentorship, good leadership, career advancing opportunities and the desire for compensation for time worked, are important issues which could stimulate a bridge between the interests of diverse generations of workers and which would promote a collaborative work environment in which institutional knowledge would be retained to avoid repeating past mistakes.

The issue of loss of institutional knowledge, which accompanies an exodus of retiring workers, has been recognized by industries which provide important infrastructure for the nation. For example, in her 2008 article about workforce management in the electrical utilities industry, Angela Neville discusses the value of hands-on training and mentoring in addition to innovative recruiting strategies.

Flexible staffing solutions, which do not just focus on one generational group to fill a void of workers, would promote the sharing of information between an experienced cadre of public servants and recent hires. Karl Weick has written about the value of institutional knowledge being passed down from more experienced organizational members to newcomers. This approach allows the seasoned employee to contribute with knowledge learned through experience, and to prepare less experienced staff through succession planning and knowledge management programs. Using such an approach would also meet current public employees' desires for improved mentorship and leadership programs (Jurkiewicz 2000).

Collaborative work environments across generations might be achieved without incurring the costs of creating new positions or a different means of managing human resources in the public sector. Training professional civil servants is a costly undertaking as Chester Newland pointed out in his 1999 article on facilitative human resources management. More part-time positions and job-sharing could be one means of promoting the information sharing between different generations of staff in a relatively cost-effective manner.

If pensions were pro-rated based on time in-service, this might be one means for Gen Y'ers to test whether they would be interested in committing full-time to a public sector career. It would also be a valued benefit to older workers who move into jobs in the public sector after being displaced from prior employment in the private sector. Using a model for part-time employment would also allow retirement aged public servants to test the waters of retirement, in contrast to experiencing the sudden change of full retirement.

Improving the hiring process, the pay scales of public sector jobs, and opportunities for advancement is not likely to occur any time soon.

Gen Y'ers are frustrated by the long and complicated hiring and promotional processes found in public agencies, in addition to being dissatisfied with the pay scales, and believing that the expertise that they develop in the private sector will be of value to the public sector once they make the transition (Starks and Brooks, 2009).

In the past, public agencies have responded to such issues with the Senior Executive Service (Newland, 1999), improved pay scales and the federal government's simplification of the application process (USA Jobs). Unfortunately, due to the current economic challenges, which are faced by both the private and public sectors, and the length of time to implement procedural bureaucratic changes in public agencies, it is not likely that the public sector will be able to respond to Gen Y'ers goals for better pay and faster promotions in public sector work.

Compounding the problem of implementing procedural changes in public institutions, long tenure for career advancement will likely continue to be a problem for Gen Y'ers. This is because of the numerous mid-level managers in the public sector. It probably does not help the situation that many public employees are delaying retirement due to unforeseen financial obligations such as a smaller than anticipated retirement due to public pension problems, the return of unemployed adult children to live with their

Michigan's State Civil Service Adds Political Merit

By James E. Brazier

MICHIGAN'S CIVIL SERVICE COMMISSION (CSC) has expanded the use of the merit system to include political merit. It has been accommodating staffing desires of the governor and department heads that exceed the staff allocated to them as constitutionally exempt from the merit system of classified employees. Through its constitutional authority to regulate the classified work force, the Commission has created classified services and job classes to be filled by persons chosen by the governor and department heads for the purpose of obtaining flexibility in getting a politically responsive team.

CSC has also decentralized hiring to the agencies after screening for required education and experience. So, the political hiring that occurs within the classified service to help administrations hire may also be happening by line agency hiring for other classified jobs. This can be done through careful screening and interviewing candidates recruited through political networks to apply for certain civil service jobs. Political merit, a qualification arising from perceived need for executive flexibility and responsiveness, has been permitted by the CSC to help political administrations exercise their executive power.

Since the new constitution of 1963, there have been practices approved by the CSC that include continuation of provisional appointments, initiation of the Classified Executive Service and Executive Office Series Job Classes, replacement of the Classified Executive Service with the Senior Executive Service and initiation of the Senior Executive Management Assistant Service. Such cooperation by the Commission with the governor shows the impact of executive leadership on reforming civil service practices to give the chief executive greater flexibility in staffing state government.

The constitution had only eight exempted positions in the Governor's Executive Office and five positions within each department besides the excepted positions of commissions, boards and executive directors of these boards and

commissions. By Civil Service Rule, there is permitted exemption of the Executive Office, executives and their assistants. Reform studies in 1979 and 1988 initiated these constitutional circumventions.

The civil service reform studies urged the Civil Service Commission to help the elected and appointive executive leadership through staff hires. Two Civil Service Reform Studies have recommended changes to the classified employee system that included new classes of employees subject to different selection and dismissal, compensation and tenure rules. Employees hired from outside the classified service find their tenure subject to termination after one or two years or the end of a gubernatorial administration. Classified employees serving in these new classified services and jobs can return to positions in the classified service that have no tenure limits. CSC reacted to these studies by transforming the classified service.

In 1979, a report by the Citizens Advisory Task Force on Civil Service Reform noted that politically appointed department heads "expressed a need for more flexibility" and "seek assurance that their key classified employees with top management responsibilities fit into their management teams and are responsive to their needs and directions." In 1980, CSC acted on the report and created the Classified Executive Service (CES).

In 1988, the Citizens Review Committee on Civil Service reported that despite weaknesses with the merit administration of the CES, it recommended continuation with improvements. With respect to the Executive Office (EO) job classes created in 1983, the Committee was concerned with assignment of the majority to agencies outside the Governor's Office. It recommended restricting their assignments to the Governor's Office. These EO classes include the Official at Level 18, Advisor/Administrator at Level 17, Specialist/Manager at Level 14, Secretary at Level E10-12, Associate at Level 10, and Assistant at Level 8. Fifty classified positions supplement the eight

unclassified positions in the Executive Office according to the Annual Work Force Report.

In 1994, CES was replaced with the Senior Executive Service (SES). CSC acted on recommendations of the 1988 report to keep the executive service and continued to seek both to improve state management while giving more flexibility to elected and appointed public officials. This balancing act was expanded in 1997 with the addition of the Senior Executive Management Assistant Service (SEMAS). Both the SES and SEMAS have similar rules and regulations with limited one and two year contracts, separate compensation schedule and performance pay bonus eligibility.

The old system of making provisional appointments has been replaced with the Executive Office Series, SES and SEMAS within the ranks of the classified service. Under the old system of provisional appointments Civil Service Commission permitted individuals to be hired who were minimally qualified but wanted by the gubernatorial administration for the job. It was a case-by-case relaxation of the rules regarding staffing. The new system permits political hiring within the Executive Office series, Senior Executive Service and Senior Executive Management Assistant Service. In appearance, the new system has made permanent what had occurred with provisional appointments. Some provisional appointments in the past were made permanent by having the provision hire apply for a permanent appointment within the classified service. The process still resembles the provisional appointments since those hired need only satisfy minimum requirements for the jobs and be willing to serve for limited periods unless renewed by successive department heads and governor.

Under the new system, bonuses can be awarded to jobholders in the SES and SEMAS equal to five or ten percent of pay for meritorious service. Such service may be meritorious in the eyes of the evaluators who are in the exempt and

excepted positions. It is possible and likely that others may judge that it was just politically responsive behavior that is being rewarded. There is the prospect for those hired from outside the classified service being able to qualify for other government jobs within state, local or national government agencies by virtue of their experience in these classified service jobs that had limited tenure. They can become the political cadre of executives and their assistants sought by elected officeholders.

Circumvention of the constitution has occurred by the Civil Service Commission, State Personnel Director and Department of Civil Service actively cooperating with the governor and department heads in developing classified jobs for persons wanted by the governor and department heads for obtaining a politically responsive team. Public service in Michigan Civil Service for many of the top jobs in the SES and jobs with a career path to these top jobs in the SEMAS and Executive Office series has embraced political merit in hiring decisions.

Public service careers in Michigan state government are and have been open to candidates who have political merit in the classified civil service positions that are not represented by employee organizations. Those with such experience can apply for similar jobs in the federal government, other state governments and local governments upon exit or in anticipation of exit. A public service career can be facilitated for those candidates in the political networks of Michigan's gubernatorial administration by giving them valuable experience that can open up similar jobs elsewhere with or without the need for political connections. Political careers can now include employment in the civil service of governments across the United States.

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First Line Supervisors Build Public Service Ethos

By Anne Marie Schuh

When I first saw the *PA Times'* notice about the upcoming issue on Strengthening Public Service, the word "service" caught my attention. I wondered whether today's employment seeker really wants to serve and I thought about why I entered public service. I also thought about what I had observed about others in government during my 36 years of public service and my subsequent 12 years focusing on public service education. As I considered the question of why people choose government work I realized that my initial motivation and the initial individual employee motivation that I had observed in many others revolved around the job rather than wanting to serve. It was several years into my government employment experience that I began to see my work as more than just a job and I began to understand the notion of service. More importantly, I realized my immediate supervisors were crucial in the development of my connection to public service.

Accepting the perspective that most individuals begin government employment serendipitously without any service orientation, if we want to strengthen government service we need to understand why effective and efficient individuals stay in government. My observations suggest that no one reason prevails. Some stay because they like the work and the responsibility. Some stay because they like the career path with attendant compensation and transparency in government. Some stay because of the availability of other benefits such as health care or flexible work place arrangements. Few initially stay out because of a public service ethos.

In addition to understanding why good public employees stay in government, it is also important to understand why effective and efficient people leave. Again, the reasons vary. Some leave because they want better pay and benefits. Some leave because they want less required transparency or structure in the work situation. A few leave because they become disillusioned about government.

The common thread in the above reflections is that few good employees begin public employment, continue public employment, or end public employment because of a calling to public service. This thread raised two new questions: Is a public service ethos important for a strong public service? If a public service ethos is important, how does a public employee develop that ethos when the individual does not bring the ethos to the work situation?

In answering these questions, I find my own experience enlightening. As an employee my public service ethos developed as I understood two things: why was my job important and how it fit into the greater public sector whole. My supervisors took the time to explain both and that understanding motivated me to do a better job. Later, as an auditor of federal human resource management programs I noticed that while employees usually understood their connection to the immediate unit, they rarely connected that unit to the overall mission of the agency. I also observed that the most effective employees could see both the importance of their immediate work and its connection to the agency mission. More generally, I observed that first line supervisors developed public service ethos and the presence of a public service ethos improved employee service to the public.

Government first line supervisors are critical to strengthening the public service. As a recipient of first line supervision, I experienced this. As an auditor of government human resource management I observe this. As an academic I have learned that the research supports this. However, many first line supervisors do not understand this critical role they play.

While many motivation theories address the importance of the first line supervisor, in the context of this discussion, Frederick Herzberg's analysis is most helpful. His theory separates those things that retain employees by satisfying them (e.g., recognition,

achievement, promotion, responsibility and the nature of the work) from those things that encourage employees to leave by dissatisfying them (e.g., working conditions, salary, benefits, relationships with supervisors and peers). These lists can provide satisfiers supportive of a public service ethos.

While legislatures typically control most dissatisfiers (e.g. salaries, working conditions), government managers can control satisfiers, those things that retain and encourage good employees. More importantly, satisfiers connect directly with the public service ethos. For example, when managers assign work, they can improve employee performance by emphasizing how the individual assignments relate to the agency mission and in turn how the agency mission connects to the common good. The supervisor's explanation identifies the important nature of the government work.

A good example of the impact of a first line supervisor involves my first government position as a clerk stenographer. A primary duty of this position involved typing 60-page Internal Revenue Service investigation reports that contained multiple statistical tables—a task that required extreme precision. To some, this was a boring and tedious job. However, when my supervisor explained that these reports provided the basis for court cases involving significant tax evasion and that the information in the tables had to be without error or the report could compromise the results of the court case, I understood the importance of my work. When my supervisor showed me newspaper articles outlining the success of tax evasion prosecutions that I had worked on, I understood how my work connected to the public. Both understandings motivated me to a better job. In essence, my supervisor found ways to explain how my potentially boring job was important and provided a public service. Connecting the work of the individual to the effect of that work on the public is a first piece in the development

of a public service ethos in an individual employee.

A second important step that supervisors can take to strengthen government service is to explain to the employee how the ethical responsibilities of the individual position connect to the broader public trust. For example, the inherent conflict of interest of a government contract specialist accepting an expensive meal from a vendor may not be obvious to a new government contract employee; however, a supervisory discussion of the hazard to the public trust in accepting something of value from a vendor can unite the agency ethical rule to the greater public good.

The final piece of the public service ethos controlled by the supervisor is the notion of providing good service to the public. The supervisor must identify the elements of good service, explain the importance of good service and remedy poor service. While all these tasks are intrinsic to good supervision in any venue, in the public service arena, these supervisor's efforts are critical to the development of the individual employee's public service ethos because the public good is the primary focus of the business of government.

The ideas I have provided here are mere reflections on my observations during 50 years of public service in both government and academia. I acknowledge that these observations do not involve systematic collection of data or rigorous analysis. However, I think these observations offer insights into public service at the ground level. Hopefully, these observations can provide a few simple ideas to the line supervisors who have limited time to explore more complicated solutions and who are critical individuals in the development of a stronger public service.

Anna Marie Schuh is an Associate Professor in the Department of Political Science and Public Administration at Roosevelt University. In 2001, she retired from her federal government after 36 years of service, most of which involved oversight of federal human resource management programs.

Promote Inclusive Management to Strengthen Public Service

By Kenneth Malmberg

Today, adequately performing in public service is more important than at any time in the last 40 years. With perceptions from the public generally negative about government, the federal civil service must make internal improvements to improve public relations, enhance internal cooperation, and contribute to improved efficiency; all this in an atmosphere of sustained cutbacks.

One model to look at is existing management and supervision functions. The act of managing in public service may be the critical component to improving public service. Behaviors and interaction of supervisors and managers with their staff is a critical element for the average employee's perception of how the work is done. That interaction tells him or her how important performing the work is, what part it plays in attaining the goal, and provides a real-time connection to job performance ratings. Most offices are composed of the standard top-down administrative apparatus, calling for work to be reported up the chain for ultimate approval. Employees have to see that their work is used constructively and that their performance fits directly into the goals of the organization. Achieving this degree of transparency is mostly up to the manager.

In many executive agencies, a middle manager's function and purpose often consists of one or both of the following: lead staff to produce policy and put together the myriad programs that make for policy implementation. Managers must remain adept at performing their functions without being distracted by concerns about issues over which they have very limited control. In present-day government, line-item budget cuts, sequestration, adapting to new requirements such as telework and learning about corporate-wide IT changes can be very distracting.

Managers must deal with these distractions and still forge the necessary strategies to accomplish organizational goals. "Walk-around managers must show by example that the exigency calls for a 'wartime' mentality of special perseverance and grim humor" (Charles Goodsell, "Public Administration as Its Own Steward in Times of Partisan Deadlock and Fiscal Stress", *Public Administration Review*, Jan/Feb 2013). When the middle manager's attention is totally taken up by uncontrolled forces, however, their focus suffers and many managers who may have the capacity to lead, do not. In turn this raises the importance of their leadership role to an even more critical level, since they are looked upon for guidance from their staff. Leading while managing is the subtle but necessary ability to enhance performance (and production) through day-to-day interaction with many individuals, including subordinates, superiors and peers inside the organization and outside it.

No federal agency is immune from legitimate demands by the public for efficiency of implementation and operation. In fact, shortcuts to accomplishing goals are demanded during times of cutback and during subsequent attempts at returning to normalcy. If the middle manager does not lead in efforts to accomplish work goals then it is likely no one will, since the manager is perfectly positioned to observe both the changes, and the staff's ability and capacity to change.

The public is the recipient, for better or worse, of the programs and policies implemented by these agencies. The overall effect of rulemaking and policy implementation requires an administrative ability to focus on the work and an ability to see above the daily grind with a ferocious focus on execution. Public perceptions that government programs 'can't get it right' feed into negative perceptions of government's

apparent inability to perform adequately in promoting solutions to many critical issues, problems and events that impact them.

The public servant caught in the current dynamic situation has to seek out viable partners, listen closely to other points of view and have a sense of purpose. Skill in human relations, individual interaction and integration of differences between and among personnel while producing the work is required by both supervisor and staff for consistent programmatic success.

The importance of human relations such as empowerment, trust and collaboration does not just augment these areas, but is the foundation for accomplishment. Keeping up with changes and motivating other individuals are what the manager can do to garner support from his staff, facilitate accomplishment of the work and make it all fit into a coherent whole that upper management can recognize as advancing the purpose of the agency. For example, individual leadership is demonstrated by empowering other people in the workplace and avoiding a stovepipe approach that makes an individual with experience unwilling or disinclined to relate organizational facts and cultural referents to a newer employee. Trust comes with the ability of the manager to emphasize mutual benefits to both seasoned employees and the newer employee. By being empowered, the newer employee is much more quickly on the path to understanding the culture and to developing their own ability to communicate successfully with higher authority, thus reducing the fear and apprehension that sometimes accompanies increases in responsibility.

If the mid-level manager cannot or will not make leadership a top priority for programmatic execution, then

the public they serve will suffer as a result. Leadership, public approval and efficiencies of operation are the exoskeleton for accomplishing the 'game plan' of the organization and today they are essential elements for effective bureaucratic function. In turn, human relations, individual attention to each other and a sharpened sense of the mission, all focused on the actual work itself, comprise the inner skeleton for the manager and staff to work together and accomplish goals during difficult times. Without attention paid to all these elements and personal execution of each of them, the middle level manager will not obtain the quality of work that is required. They, along with their staffs, will continue to underperform, resulting in continuing failure in government to institute needed approaches to increasing demands for objective, effective and efficient action. Accomplishing the goal through communicating, paying individual attention to every member of the group and performing real work (Abraham Zaleznik, "Real Work", *Harvard Business Review*, 1989) will ensure improvements to the quality and results of public service.

Today's conditions for organizational accomplishment have changed, with emphasis even more on productivity and competence in a diminished-resource environment and for demonstrated leadership in getting along with the staff. This reality demands managerial performance that can create the right conditions, provide transparency and earn sustained trust.

Dr. Kenneth B. Malmberg is a program manager in the United States Coast Guard Headquarters in Washington, D.C. He can be reached at ken.malmberg@gmail.com.

ASPA LAUNCHES SEARCH FOR NEW ED

By Erik Bergrud, Past President

I WAS HONORED TO RECEIVE President Condrey's invitation to chair the Executive Director Search Committee. Our role is advisory. We will recommend the best candidate, from our shared perspective, to the National Council for its approval. Having been on the ASPA staff during the previous executive director transition, I can attest that this is one of the most crucial decisions ASPA's leadership will make this year or over a multi-year period.

We received a great response to the position announcement, which was posted on multiple websites and electronic distribution lists.

At the September 29 National Council meeting in Charlotte, we will engage in a deliberative discussion to assist in prioritizing the qualities and attributes the search committee is looking for in the next executive director. Our committee will review any recommendations which come forward at that National Council meeting, discuss the applications we receive and identify which candidates we wish to invite for final interviews. We will conduct finalist interviews at the ASPA offices in Washington, DC. Members of the ASPA staff will also meet with those candidates.

I welcome any and all ASPA members to contact me directly at erik.bergrud@park.edu or 816-584-6412 with questions or comments related to the executive director search.

2014 SLATE OF NOMINEES ANNOUNCED & PETITION PERIOD OPEN

ASPA'S NOMINATION COMMITTEE announces the slate of nominees for the 2013-2014 election. Online voting will open on November 1. All ASPA members in good standing will receive their ballots via email on that date. Printed ballots will be available upon request to the ASPA National Office.

The Nomination Committee is also accepting write-in candidates during the petition period which opens with the announcement of the slate. Anyone who is interested in running for one of the National Council representative positions (listed below) can submit a petition to ASPA National with 25 names of active ASPA members from the district in which the seat is being sought.

The petition will be presented to the Nomination Committee for verification and then that candidate will be added to the 2013-2014 election ballot. For more information on this process, contact Lisa Sidletsky CAE, Chief of Program Operations at lsidletsky@aspanet.org or 202-585-4312.

If you have questions on whether ASPA has a valid email address for you, you can check your email of record by logging into the ASPA Web site, www.aspanet.org, and clicking on "My Profile" on the left side of the screen. You can change your email address by clicking on "edit" in upper right corner of your profile or you can contact ASPA at membership@aspanet.org to request that we change it for you.

The candidates are:

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District II:
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 Pennsylvania Department of Transportation
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District III:
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 Florida International University
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Ronnie Korosec
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Student Representative:
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 Yonsei University
 Seoul, South Korea

Questions about the slate or the upcoming election can be directed to Lisa Sidletsky, at lsidletsky@aspanet.org or by calling 202-585-4312.

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Appreciation for Antoinette Samuel



AS MANY of you know, our long-time Executive Director Toni Samuel has announced that she will be leaving ASPA to accept an exciting new opportunity with the National League of Cities. I am very appreciative

of Toni and the leadership that she has tirelessly provided to our organization. While I am sorry to see her leave, we all wish Toni well in her new position. As part of this column, I've asked a former executive director and several former ASPA presidents to comment on Toni and the impact she has had on ASPA.

"Toni has been an outstanding Executive Director. She has handled many difficult matters as well as sticky issues with grace and aplomb. We will miss her smiling face and warm hellos. Thank you Toni for all you have done for ASPA." – **Walter Broadnax, Past President**

"Toni is the complete professional and a terrific person who worked closely with me to launch the partnership with the Chinese sponsors of the International Conference on Public Administration, an annual event that is in its 9th consecutive year. Her wisdom and winning personality will be sorely missed." – **Don Menzel, Past President**

"Competent, reassuring, strategic, dependable and honest are a few of the attributes that describe Antoinette Samuel's work as ASPA's executive director. Such attributes were particularly fruitful during the 2008 ASPA Annual Conference. When snow and ice disrupted travel into Dallas, it was reassuring to learn that Toni had put contingencies in place to help account for these occurrences. Her planning and foresight allowed us to have a very successful conference. Moving ASPA beyond just a strategic plan to a focus on strategic imperatives was the forward thinking needed to help prioritize the use of resources. Her candid assessment of our organizational strengths and weaknesses was both informative and a clarion's call

for action. It helped make ASPA a stronger and more vibrant organization. Toni was committed to helping our Society be an exemplary public service organization. She was instrumental to organizing and managing the internal affairs and was an excellent representative on the national and international stage. ASPA's collaborations have experienced tremendous growth during her tenure. It was a pleasure to work with her as ASPA President. She will be missed but it is heartening to know that she will still be an active member of ASPA."

– **Harvey L. White, Past President.**

"Congratulations on your new position with the National League of Cities. It will give you expanded opportunities to use your talents and accomplishments in support of public service values and professional public administration. We first met for dinner at the 2005 ASPA conference in Milwaukee when I was the incoming VP and you were the incoming ED. Then and now, you exemplify organizational stewardship based on integrity, intelligence, poise and tenacity. During our time together in ASPA, you kept ASPA on a secure financial footing, developed the "going global" perspective that has attracted new members and forged alliances around the world, and strengthened our member services. Thank you for moving ASPA forward." – **Don Klingner, Past President**

"Toni's commitment to and passion for ASPA and public service was and remains genuine. When some intrepid soul updates Darrell Pugh's book on the history of our Society, she or he will point to Toni's tenure as one in which ASPA "got its financial house in order" while expanding its reach, both virtually and geographically." – **Erik Bergrud, Past President**

"I was delighted when Toni Samuel was selected to be ASPA Executive Director in 2004. I am even more delighted to look back on her nine years (is that possible??) and all that she has accomplished for ASPA. She had to contend not only with the usual endemic ASPA issues, but with a worldwide recession during much of her tenure. No matter, Toni still managed to build the organization and (with a nod to

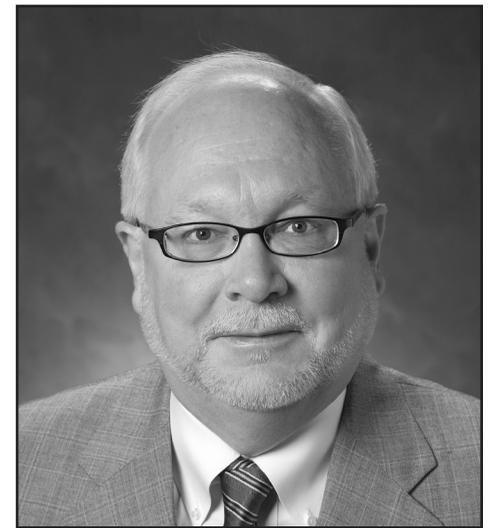
the Athenian Creed) leave it 'not only not less, but greater, better and more beautiful' than she found it. Congratulations, Toni! You will be an excellent addition to the team at the National League of Cities!" – **Mary Hamilton, former executive director**

"Toni Samuel has promoted professional management practices in ASPA's operations, including improved financial management and the application of strategic planning initiatives. I especially like her sincere attitude in working with ASPA officers, leaders of the national council, sections and chapters to address our members' questions and concerns. In addition, working with ASPA Presidents, Toni has supported ASPA's international outreach activities and has worked with representatives of other professional associations to develop collaborative opportunities to promote democracy and public service across the globe." – **Tom Liou, Past President**

"It's hard for me to adequately put into words the difference that Toni has made in the life of ASPA. She is a tireless advocate for our association and for public service. She has developed and strengthened ties to our sister associations nationally and even more impressively, internationally. She has taken ASPA where we haven't gone before – such as the Young Scholars Conference in partnership with a host Chinese institution where U.S. and international PhD students and junior faculty work collaboratively together with senior scholars – a unique mentoring experience. Under her leadership, ASPA broke new ground in terms of MOUs and other partnership agreements with institutions such as the Institute of Public Administration Australia, the International Institutes of Administrative Sciences, the Network of Institutes and Schools of Public Administration in Central and Eastern Europe, the Chinese Academy of Governance, to name a few. I had the privilege of working closely with Toni during my 4-year term as an officer. We travelled together on behalf of ASPA to some unforgettable conferences, where Toni was instrumental in establishing new professional relationships and raised the visibility, relevance and significance of ASPA

PRESIDENT'S COLUMN

Steve Condrey, Ph.D.



and the difference that a professionalized public service makes in the lives of citizens. I close on a personal note. Knowing Toni has enriched my life. I consider her my "sister" and could not be happier for her as she begins her new appointment. She leaves ASPA in a far stronger position than when she began her appointment eight years ago. We are all the beneficiaries of her dedication, passion, humor and optimism. Thank you Toni". – **Meredith Newman, Past President**

Toni has created big shoes to fill. **Erik Bergrud** has graciously agreed to chair the search committee to find an excellent new executive director for ASPA. The search committee members are: **Erik Bergrud, Walter Broadnax, Susan Gooden, Ines Beecher, Tonya Thornton-Neaves, Steve Condrey, Allan Rosenbaum, Tom Liou** and **Maria Aristigueta**. Erik will be providing further information to you concerning the search process. It is our hope to have a recommended candidate to the full National Council this fall.

Toni, thank you for your leadership and service over the years. I will miss your knowledge, energy, expertise and good humor!

2013 NORTHEAST CONFERENCE ON PUBLIC ADMINISTRATION

REGISTRATION IS NOW OPEN for the 2013 Northeast Conference on Public Administration (NECoPA), scheduled to take place Friday and Saturday, November 1-2, 2013, at the University of Delaware campus in Newark, Delaware. The conference this year focuses on emerging and enduring challenges facing public administration in a period of political and economic turmoil and dramatic changes in information technology and government transparency.

NECoPA is designed for public-service practitioners, students and academics inclusively. U.S. Representative John Carney MPA, will give a keynote address to open the proceedings on Friday. Plenary sessions, panels and posters will cover topics including technology, transparency, performance management, disaster management, state and local finance, human resources management and shared services.

Located in the heart of the northeast corridor, Newark, Del., is an attractive and walkable college town, reached easily and quickly by car, bus, train or air. The conference venue – U.D.'s Trabant Center – is on Newark's award-winning Main Street, within a short walk of a large variety of shops and restaurants. Dozens of major cultural and recreational attractions in the Delaware Valley, the Delmarva Peninsula, the Chesapeake Bay and southeastern Pennsylvania are within an hour's drive.

You may register for NECoPA online at <http://NECoPA2013.eventbrite.com>. The registration deadline is October 29. Conference registration fees are \$95 for professionals and \$45 for students. NECoPA also has a hardship policy to help students and unemployed practitioners and academicians participate in this educational conference. To inquire, please contact NECoPA's Secretary/Treasurer at necopa@outlook.com.

Details about the conference venue, transportation, and accommodations are available on the conference website at:

www.northeastpublicadmin.org/2013-necopa-conference/logistics/

For the latest updates, please "like" our Facebook page:

www.facebook.com/NECoPA.

SPLA Accepting Applications for Rohr Scholarship

THE SECTION ON PUBLIC LAW AND ADMINISTRATION (SPLA) is accepting applications for its John A. Rohr scholarship. The scholarship is available to graduate students or a post-graduate student pursuing studies in a public administration program. The deadline for applications is December 15, 2013.

SPLA works to develop the relationship between law and administration in order to invigorate public management and government performance.

The scholarship is named after John A. Rohr whose work has contributed to the field of both public administration and political science, leading scholars and practitioners to a greater understanding of how law affects public administration and the responsibilities of public administrators in their jobs as implementers of the Constitution.

Each year, the Rohr scholarship enables one student to pursue development of practice and research in the field of public administration and law while simultaneously attending ASPA's Annual Conference and gain exposure to other practitioners, academia and students.

The recipient will be awarded \$500.00 plus one year ASPA electronic student membership and one year membership in the SPLA section.

To apply, students must complete the application form and supporting documentation. An individual can only receive a scholarship once from SPLA. Scholarship recipients must be present at the SPLA Champagne & Chocolate Affair at the ASPA Annual Conference to receive the award. The event is scheduled for Sunday, March 16, 2014 at 6:00pm in Washington, DC .

Scholarship materials should include scholarship application, a letter of application, recommendation from a faculty member and a curriculum vitae. To request an application, email Dovie Dawson, scholarship chair at doviedawson@gmail.com. Completed applications should be submitted to Dawson as well.

If e-mail is not available, hard copy can be submitted by mail to: Dovie D. Dawson, 14536 Boots Lane, Fontana, CA 92336 or fax it to: (909) 463-5608, Attn: Dovie D. Dawson. All application materials must be received by Dec. 15, 2013.

ASPA LAUNCHES ANNUAL FALL STUDENT MEMBERSHIP CAMPAIGN

ASPA has launched its 2013 Student Membership Campaign. As ASPA continues its mission to support the next generation of public service leaders, through Nov. 30 will offer a special introductory offer to new students who join the organization. Faculty and program directors who sign up a group of students can also win a free registration to the 2014 Annual Conference. See the ASPA website for details.

Spread the word about ASPA and joining the premier professional organization for those working in public service. New student members can complete the application on page 24 and send by email to membership@aspanet.org or fax to 202-638-4952.

Summary of major news and items related to public management and public service.

■ STATES CHANGE CIVIL SERVICE RULES

Stateline, the news service for the Pew Charitable Trusts, is reporting that several states have changed their civil service rules. A dozen or more governors are asking their legislatures to approve changes in decades old regulations that would allow more flexibility to reward performance and hire skilled and talented individuals in government.

For example, in Tennessee changes, salaries and layoffs are based on performance evaluations not seniority. Colorado is phasing out its bumping system and adopting a more flexible model for helping displaced workers. In some cases, the changes could be made through executive order or legislation; in others it required constitutional amendments. To read more about this growing trend, visit <http://www.pewstates.org/projects/stateline>.

■ OPM HAS AN APP

The U.S. Office of Personnel Management (OPM) has released a new app, OPM Alert! that provides information on the operating status of the federal government in Washington, DC. With the app, users can: view the current and active status of Federal agencies in the Washington, DC area, sign up for notifications of status changes, review an archive of previous status updates, and get the Washington, DC-area Dismissal and Closing Procedures issued by OPM.

In addition, OPM has released an Android app that accommodates searches of USAJobs, the federal government's job listing site. It also allows users to share their searches via their favorite social network. A similar app is already available for iPhone users.

Both apps are available for free in the Android marketplace and Apple iTunes store. To learn more about the apps, visit opm.gov/blogs.

■ STATE IT PROCUREMENT RISK ADDRESSED

A coalition of state information technology and procurement officials has planned a three-part series that addresses security risks related to IT procurement in states. The National Association of State Chief Information Technology Officers (NASCIO) along with TechAmerica and the National Association of State Procurement Officials recently released recommendations for addressing risks in the procurement process.

The brief highlights some of the strategies used to first identify, then to avoid, transfer, mitigate and ultimately accept the risks associated with the procurement of IT products or services. Although not all risks can be identified, the goal should be to understand how much risk is associated with a specific IT procurement and what tools, processes, benchmarks and methodologies are available to uniquely address IT procurement risks. To learn more and read the brief, visit <http://www.nascio.org/newsroom>.

■ FEDERAL LOAN ASSISTANCE PROGRAM SUSPENDED; DONATIONS NEEDED

The Federal Employee and Education Assistance Fund (FEEA) has suspended loans, effective Sept. 4. Despite significant donations from Blue Cross/Blue Shield, GEICO and GEBA the Fund is unable to continue to its assistance.

"FEEA's Board and staff are distraught by the necessity of suspending new furlough loans to federal employees. It is always our goal to be able to assist every fed, every time, however, financial circumstances compel us to take a different path at this time. We remain hopeful that new donations and sponsorships will allow us to continue serving needy federal employees as sequestration continues and additional budget constraints threaten federal families." said FEEA Board President Robert Tobias.

Loan requests to the fund doubled as agencies confirmed furloughs and other budget-cutting strategies. The fund distributed more than \$235,000 in August alone. Donations are being accepted on an ongoing basis. To donate, visit www.feea.org/Give.

■ ILLINOIS SIGNS LANDMARK WRONGFUL CONVICTION LAW

Illinois Governor Pat Quinn has signed into law legislation that would expand the types of interrogations that require recording. Previously only homicide interrogations were recorded. Now, eight additional felonies have been added.

The new law was supported by several think tanks and justice advocates. Legislation stemmed from a study conducted by Better Government (BGA) and the Center on Wrongful Convictions at Northwestern University School of Law. The investigation revealed that "more than 80 innocent people spent more than 900 years in prison for violent crimes they didn't commit, costing taxpayers more than \$200 million dollars. In addition, nearly all of these cases involved police and prosecutorial errors or misconduct, including the kind of forced convictions that this recording bill can drastically reduce (BGA, 1). To read more about the law, visit <http://www.bettergov.org/blogs>.

■ PUBLIC SAFETY TECHNOLOGY PRIORITIES FOR 2014 NAMED

The Public Technology Institute (PTI) has listed the top priorities for public safety and IT officials in government. Topping the list is the use of smartphones, mobile applications, federal funding/grant opportunities and budgetary issues. PTI conducted the survey under the direction of its Public Safety Technology Council. The Council is made up of public safety professionals representing PTI member city and county governments.

■ EDUCATION

A recent report from the Center on Budget and Policy Priorities found that most states are spending and allocating less per pupil funding. They are spending far less than they did six years ago for students in kindergarten through 12th grade, according to the report. In more than 10 states, spending remained 10 percent lower than pre-2008 levels. To read the full report, visit <http://www.cbpp.org/cms>.

■ UNEMPLOYMENT INSURANCE

In a review of state unemployment insurance (UI) programs, the GAO has identified that nine selected states made varying degrees of progress in modernizing the information technology (IT) systems supporting their unemployment insurance (UI) programs. However, GAO notes that challenges remain. In particular, GAO highlights the following: limited funding and increasing cost of UI programs, lack of sufficient expertise among staff and the need to continue operating legacy systems while implementing new ones. To read GAO's additional recommendations visit <http://www.gao.gov/products/GAO-13-859T>.

■ INSURANCE OPTIONS DIMINISH FOR UNINSURED

Commonwealth Fund has found that two out of five adults may be without insurance as states delay on the decision to expand Medicaid eligibility. The report, based on a survey of U.S. adults ages 19 to 64 found that an estimated 55 million Americans were uninsured for all or part of the time from June 2010 to September 2012. In the 26 states that have not yet decided to expand Medicaid, 72 percent of adults whose incomes fell below 133 percent of the federal poverty level (\$14,856 for an individual and \$30,657 for a family of four in 2012) during the two-year period had spent some time uninsured. Low income families remain most at risk. To read the report, go to <http://www.commonwealthfund.org/News>.

■ GRADUATING EARLY SAVES MONEY

A brief by the Center on College Affordability finds that students save more if they graduate on time. The financial burden would significantly decrease for both the college student and the taxpayer. Fewer than half of all students entering four year universities or colleges graduate in 48 months or less. Graduating on time would save \$7.5 billion per year, the brief notes. To read the paper, visit <http://knowledgecenter.csg.org>.

CAP Encourages Recognition of Good Performance

Don't hide good performance under a basket!

The Center for Accountability and Performance (CAP) is accepting nominations for its three awards which recognize individuals and organizations for outstanding performance management. The awards are presented at ASPA's Annual Conference, which will be held March 14-18, 2014 in Washington, DC. Nominations are due November 22nd.

CAP sponsors three awards:

- The Center for Accountability and Performance Organizational Leadership Award
- The Harry Hatry Distinguished Performance Measurement Practice Award

- The Joseph Wholey Distinguished Scholarship Award

The Organizational Leadership Award this past year was presented to the State of Washington's Institute for Public Policy. The Institute developed a cutting-edge evidence-based approach to support policy decisions by the state legislature. This approach calculates return-on-investment for different policy options and has resulted in better policy decisions. The Pew Center for the States has undertaken an initiative to replicate this effort in about a dozen other states.

The Hatry Award, given to a distinguished practitioner of performance improvement, was presented to Michael Jacobson, deputy

director of performance and strategy for King County, WA. Mr. Jacobson developed the county's nationally-recognized AIMS High initiative, which links community condition indicators with the performance of individual agencies.

The Wholey Award, given in recognition of an outstanding academic journal article on the topic of performance management published during the prior year, was presented to Drs. Donald Moynihan and Stephane Lavertu for their Public Administration Review article in 2012, "Does Involvement in Performance Management Routines Encourage Performance Information Use? Evaluating GPRA and PART."

The 2014 award chairs are: Beth Blauer (former head of Maryland's StateStat), for the Organizational Leadership Award; Richard Greene (columnist for Governing magazine) for the Hatry Award; and Dr. Richard Beck (performance lead for the U.S. Department of the Interior) for the Wholey Award.

Nomination forms are due Nov. 22 to Jeannie Jeffries by email jjeffries@aspanet.org. The forms are available on the ASPA website, www.aspanet.org under Opportunities, select Awards. If you have questions, feel free to contact CAP chair John Kamensky at john.kamensky@us.ibm.com or 202-551-9341.

50th Sister-State Anniversary Includes 10 Year Renewal of MOU between Evergreen Chapter and the Hyogo Administrative Policy Studies Association

Mary Van Verst

In mid-August, the Hyogo Prefecture of Japan and Washington State commemorated the 50th anniversary of their sister-state relationship. Nearly 300 visitors from Hyogo, led by Governor Toshizo Ido, came to Olympia, Wa., for a series of celebratory events. Evergreen Chapter members Dave Broom and Mary Van Verst served on the anniversary planning committee, chaired by Washington State Senator Karen Fraser.

On Aug 19 Gov. Ido and Washington Gov. Jay Inslee renewed the longest formal friendship between a Japanese prefecture and an American state. A commemorative ceremony took place at the Washington State Capitol, graced by the singing voices of The Phoenix Club, a choir of older adults from the Hyogo Prefecture and the Yelm Prairie Elementary School Choir from the Olympia area.

“In 1963, leaders from Hyogo and Washington had the foresight to see the benefits of working together and collaborating on cultural, educational and business issues,” Gov. Inslee told a packed Senate chamber and galleries filled with local residents and visitors from Japan.

“They understood that by working together we would create the special ties that would enrich both of our communities and create new opportunities for growth and exchange. Fifty years ago our leaders started preparing us for an age when international relationships would be essential to the success of our communities,” he said.

“Washington State and the Hyogo Prefecture have a lot of similarities, including their natural environment, climate and industry. Since the signing of the sister-state agreement 50 years ago, we have carried out various activities in a wide range of fields to cultivate this friendship,” Hyogo Gov. Ido said through an interpreter at the ceremony.

“Today, the joint statement will be signed not only to carry on such achievements, but also to strengthen our collaborative

alliance towards the solution of global challenges, such as disaster risk reduction and environmental issues. Furthermore, it will enhance academic and research exchange, thus further expanding and developing friendly relations between our two regions.”

The agreement signed by the two governors included a specific objective to promote academic and research opportunities in both regions, and cooperation between the American Society for Public Administration and the Hyogo Administrative Policy Studies Association.

The Sister-State Signing Ceremony can be viewed on the TVW website at:

http://tvw.org/index.php?option=com_tvwplayer&eventID=2013080001

Ten years ago following the 40th sister-state anniversary, ASPA entered into an agreement with the Hyogo Administrative Policy Studies Association (HAPSA). The Evergreen Chapter serves as the Secretariat for the MOU. It was the first international Memorandum of Understanding (MOU) for an ASPA chapter.

As part of the 50th anniversary celebration, the Evergreen Chapter and HAPSA hosted a joint public administration seminar on August 20 in the Worthington Conference Center at St. Martin's University in Lacey, Wa. The focus of the seminar was the sharing of knowledge, experience and best practices related to disaster response and emergency preparedness by representatives of the respective sister-states.

The seminar, titled, Earthquake Preparedness, Disaster Relief and Restoration of the Social Equilibrium: How Do We Get There From Here? was facilitated by Jim Mullen, former Director of Washington State Emergency Management, and Principal – EM Northwest Consulting.



Above: Evergreen Chapter members Cheryl Broom (left) and Mary Van Verst reunite with Rysuke Aota of the University of Hyogo.

Right: Van Verst and Gov. Toshizo Ido

Dr. Matsuyo Makino, Professor in the Department of International Studies at Kansai Gaidai University and Professor Emeritus of the University of Hyogo served as the commentator.

Dr. Roy Heynderickx, President of St. Martin's University and Sen. Fraser provided welcome remarks, both recalling that the site of the gathering was near the epicenter of an earthquake in the Nisqually Valley in September of 2001. Sen. Fraser introduced Gov. Ido.

Gov. Ido spoke of the lessons learned from the 1995 earthquake in Kobe, the Great Hanshin Earthquake. He said that after an earthquake, the topics of discussion and priorities change over time. Immediately after, there is a focus on rescuing the victims. “Once lives start to become settled, we have to think about reconstruction of infrastructures, and over longer time what the permanent situations will be for the victims. It's already been two and a half years since the Great East Japan Earthquake, but it's unfortunate



that we are still only at an early point of restoration. One thing we have learned is that we can be prepared. We can never prevent disasters, but we can be prepared, and we can accelerate the processes of restoration and reconstruction.”

We were privileged that five presenters came from the Hyogo Prefecture representing HAPSA. They included: Dr. Machiko Banba of the Education Center for Disaster Reduction, University of Hyogo; Mr. Masaya Shinbayashi of the Municipal Affairs Division, Hyogo Prefectural Government; Mr. Yasuo Kawawaki, International Environmental Management of Enclosed Coastal Seas Center; Mr. Shingo Kouchi, Senior Recovery Expert, International Recovery Platform; Mr. Kozo Arakawa, Asian



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Long-Term Care (LTC) Insurance allows you to remain independent of government assistance and from relying on loved ones to provide your care. Whether you prefer to have your care given in a home setting, an assisted living facility or a nursing home...you make the decision for yourself.

ASPA realizes the importance of long-term care planning and is pleased to offer a valuable LTC Insurance program to our members. Our LTC Insurance policies offer numerous choices with all types of budgets in mind. Plus,

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You shouldn't make this type of decision alone, which is why we are happy to provide a Long-Term Care Insurance (LTCI) planning kit as the first step in helping you to understand LTC Insurance. This guide is not a sales brochure; it was specifically designed to give you straightforward information on LTC Insurance, including the advantages of the LTC program, reasons for considering LTC Insurance, and information on how the program works.

This informative guide is a way to learn and assess your needs without obligation. Please don't wait until you no longer have the ability to make the decision for yourself.

To request your free LTCI kit, please call Selman and Company, the ASPA members' insurance program plan administrator, toll-free at 1-877-735-6262.

Full descriptions of the specific benefits and coverage offered are in the policy's certificate of coverage.

Although Selman attempts to arrange the best long-term care insurance, please keep in mind that the policy terms are determined by the provider, and that the provider makes all determinations regarding payment of claims.

COMPETING FOR TALENT CONTINUED FROM PAGE 1

resources specialists, corrections officers, water treatment plant occupations, police officers, firefighters and emergency medical services personnel.

The survey also showed that the pace of retirements has notably accelerated in the last two years, after slowing down in the first years of the recession. Since government workers are older than their private sector counterparts, this trend is significant.

Complicating the recruitment and retention picture, more than half the respondents report that their government made changes in health care benefits in the last year, continuing to shift more costs to the employee. In addition, 44 percent reported making changes to their retirement benefits, with 34 percent increasing employee contributions to retirement plans and 26 percent increasing the age and service requirements required for normal retirement.

The survey found that the top workforce issue in 2013 was staff development, followed by employee morale and managing workloads. Reducing employee health care costs, retaining staff needed for core services and the public perception of government workers are also high on the worry list for human resources managers.

Growing our own talent

Houston, we have a problem! The good news is that government leaders recognize the extent of the problem and have begun to respond.

With cutbacks in compensation and increased workloads, staff development is more important than ever. Chief Information Officers from California, Ohio and Tennessee told attendees at the 2013 mid-year conference of the National Association of State Chief Information Officers to grow their own talent.

Their advice?

- Eliminate dead end jobs and develop career paths.
- Provide training geared to the specific knowledge, skills and abilities the organization needs, including leadership development.
- Partner with academic institutions and vendors.

- Recognize that older workers need different incentives than younger workers.

Local governments also recognize the importance of developing a learning organization. Elgin, Ill., for example, had to lay off 80 employees and cut \$15 million from its general fund budget of \$70 million in the first year after the recession, while unions made concessions in their compensation and benefits.

Yet Elgin City Manager Sean Stegall convinced the City Council to double the budget for employee education and training and to increase the technology investment. Technology helps employees work more efficiently and opens new channels to engage with residents, giving them access to information affecting their neighborhood and new ways to provide feedback.

Market your assets

Imagine this job ad: “Chief Strategist needed for dynamic community. Use your social media and wiki planning tools to connect with budding entrepreneurs and immigrants alike.”

It turns out that Kim Walesh holds that title for the City of San Jose, Cali., along with the more traditional title of Director of Economic Development. Giving promising government leaders the freedom to help define their jobs is win-win. It gives governments another way to tap fresh energy and approaches when those qualities are sorely needed.

Leading governments also know how much workers today value flexibility. The City and County of San Francisco offers telecommuting and leave policies to meet a wide range of employee needs. It also has policies that allow retirees to be hired for short-term projects.

Coconino County, Ari., faced daunting economic challenges over the last several years. While making cuts to lower costs, it kept its emphasis on work-life balance for its 1,200 employees. Employees can job share, phase into retirement and purchase up to 10 personal days a year.

Along with flexible scheduling and telecommuting, the county relies on employees themselves to attract a diverse pool of applicants and enhance

its branding. An employee suggestion program resulted in internal candidates filling 40 percent of vacancies and a six percent decrease in turnover in two years.

Looking ahead

Planning for the future is somewhat like planning for a disaster. Governments may not know exactly what they will need, but the very discipline of examining their current demographics, talent gaps and development needs, and crafting a succession plan will make them more prepared for the changes ahead.

Compensation packages may need to change. If government benefits become less generous, wages may need to increase to remain competitive. If mid-career workers turn down government jobs because they are uncertain they will work long enough to receive any retirement benefits, new retirement plan designs will be needed.

Today, government, like the private sector, relies more on the nonprofit and private sectors to get its work done. Increasingly, it also taps the independent workforce. What does this mean for its workforce structure and policies?

Each generation faces change, unrest and possibilities. A strong, ethical, competent government is critical to respond to society's needs. How we do the public's work may evolve over time, but the importance of government remains the same.

Kellar is the President/CEO of the Center for State and Local Government Excellence.

BUILDING A PATH FOR SUCCESS CONTINUED FROM PAGE 1

Career development can be a critical element in the success of an organization – and can be the real difference between meeting the mission or not. In today's business environment, strategy or technology is not what's going to give you the advantage, it's talent. Hiring, developing and retaining quality talent is the key to success.

Recruitment

Incorporating career development into an organization's over-arching recruitment strategy can be a powerful tool for attracting talented employees. High achieving employees want to work in organizations that foster an environment of learning and growth – where they can expand their skills and competencies. Career development programs are a clear sign the organization embraces this concept.

Employees are looking at more than just salaries and benefits when deciding where to work. In fact, studies have shown that potential employees rate career development as their top priority in determining which employer they plan to work for. In one recent study by Linkage, Inc. “more than 40 percent of the respondents said they would consider leaving their present employer for another job with the same benefits if that job provided better career development and greater challenges.”

Organizations with career development programs attract more prospective employees because employees recognize that the organization will invest in them. For example, based on evidence we collected from a large scale career development project, once job seekers became aware of an agency's career development tools, they were more likely to identify the organization as forward thinking and results oriented. The awareness of an agency's career development program also led to a 30 percent increase in the applicant's likelihood of applying for a job. Prospective applicants were also more likely to indicate that they believe the organization cares about its employees and that the agency is a place to pursue a long-term career.

Development

Providing and supporting the training and development employees need to

BUILDING A PATH FOR SUCCESS CONTINUED FROM PAGE 26

be successful is one of the key elements of career development programs. However, career development is more than simply offering training. In fact, in *Building Workforce Strength: Creating Value through Workforce and Career Development*, Ron Elsdon suggests that despite the fact that \$56 billion was spent nationwide on training in 2008, one of the main reasons people leave their job is a lack of training and development opportunities. Employees recognize that the training they receive is not the training they want or need to grow in their careers. This is supported by FEVS data showing that only about half (53.7 percent) of the workforce was satisfied with the training they received. While training to enhance skills for immediate performance is often a valid strategy, organizations need to think about development that supports an individual's longer term career aspirations.

Developing career paths and linking training to career development can support employees' advancement and career aspirations. Indeed, employees who leverage the training and education programs offered by their organization for career development surpass their colleagues in gaining skills needed for advancement. At the same time, strategically aligned training lets organizations benefit from employees' higher competency and skill levels along with improved productivity across the organization.

Retention

Research has shown that the lack of ability to grow and develop one's career within the organization is a top reason employees leave their jobs. According to Mike Myatt (Forbes), "more than 60 percent don't feel their career goals are aligned with the plans their employers have for them." Employees are looking for development opportunities that give them the ability to expand their skills and support their career aspirations. When organizations help employees better understand the path to other positions within the organization, they are more likely to retain employees. Employees who can't see or don't understand their career paths are less satisfied and more likely to leave.

Data from the Bureau of Labor Statistics shows that 70 million Americans will retire from the workforce between 2010

and 2020, but only 40 million will enter it. Government agencies could be especially affected by labor shortages in hard to fill occupations where trends are likely to continue. Despite a shrinking job market, your top talent, the people you want to keep the most, will always be able to find a job. In fact, last year, voluntary turnover increased and will most likely continue to increase in the coming years. This is a warning sign that people are looking for, and getting, new jobs. Therefore, keeping these employees engaged and invested in the organization is critical. According to Right Management, organizations that emphasize career development are four times less likely to lose talent in the next year.

Pay and hiring freezes, deep programmatic cuts and furloughs are just some of the issues that are impacting workforces and putting increased pressure on executives, managers and employees at all levels of government across our nation. When career development is incorporated into your hiring, development and retention strategies, it can be a powerful – and affordable – way to engage your workforce and deliver results, especially in tough times. Career development programs position agencies to navigate workforce challenges and assemble the top-notch workforce they need to meet their missions.

Nicole Benn (nbenn@fmpconsulting.com) and Jacob Flinck (jflinck@fmpconsulting.com) are Senior Consultants specializing in career development and talent management at Federal Management Partners, Inc.

WORKFORCE DIVERSIFICATION CONTINUED FROM PAGE 13

parents, or the need to financially assist elderly parents due to increased healthcare cost and longer life expectancies.

Sometimes hard times teach us how to do more with less. Or, sometimes hard times teach us how to make the most of what we do have. It would be trite to suggest that all the staffing needs for the public sector will be met with generational diversity programs, or improved knowledge management. That is not the objective of this article.

The objective of this article is to demonstrate that generational diversity in the workplace has benefits, that a hybrid model of part-time jobs and job-sharing should be considered as an alternative model for staffing public agencies. This is especially true if there are not sufficient Gen Y'ers who are interested in long term commitment to the public sector and when there are limited resources to make changes in the current system.

It may be that the current model of staffing for public agencies needs to change. Newland (1999), pointed out that facilitative human resources management is, in part, due to "contracting out" some of the tasks of government. The administrative state, which was protected from political influence by the separation of powers doctrine morphed to the facilitative state where the publics served by the public sector have been represented through "contracting out." It may be that the dearth of Gen Y'ers provides an opportunity for human resources management to explore generational diversity. Additionally, the potential benefits of knowledge management and passing on institutional learning based on real-world experience may be more successful than what would have occurred if undertaken through a planned program which did not rely on the interaction between generations.

Celeste Sotomayor Schmid is an Adjunct Professor at National University and a research consultant for the public relations firm Cook and Schmid.



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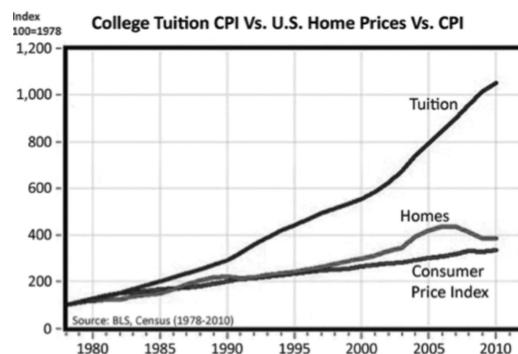
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FILLING THE PIPELINE CONTINUED FROM PAGE 2

With the absence of generalist positions, new public administration graduates are entering into the profession with fewer opportunities to pursue a career in city management. Those that do enter into the profession are faced with the lowest salaries of any MPA/MPP graduate. Table one is a breakdown of salary ranges for the typical recent graduate, based on what field they choose to work in.

Service to government no longer holds the axiomatic benefit of stability and better benefits in exchange for a lower salary. With the ever inflating cost of college highly qualified early career professionals are opting out of local government service. The figure below illustrates the general cost increase of college in relation to CPI.

As a result, many who would have otherwise considered a career in local government may migrate to other fields. According to data from the National Association of Schools of Public Affairs and Administration (NASPAA), enrollment in



institutions of higher education is down from its 2003 height of 26,000 students for the fall 2003 semester. Indeed, in 2010, the number of students enrolled – ICMA’s pool of potential future members – was at approximately 15,600. Again according to NASPAA, the proportion of recent MPA/MPP graduates entering employment in local government has diminished from 10.2 percent to 7.82 percent.

This trend is alarming when one considers the number of current lack of vacancies as a result of city managers postponing retirement as a result of the recession. In the near to mid-term, it is likely that we will see more vacancies than typical when managers feel financially secure enough to retire. These eventual retirements will need to be filled by an already small pool of qualified candidates.

The question is: How does ICMA convince talented public servants to consider a career path that includes a manager position?

The ICMA Advisory Board of Graduate Education has recommendations for filling the local government pipeline. These recommendations are relevant at various points of a potential manager’s career.

1. Facilitate more long-term fellowship positions throughout the country where a new graduate could become immersed within a city/county. “If I knew I had 24 (or more) months to work under the wing of a seasoned manager, it might give me more confidence to even put my resume out there,” Little said.
2. Develop a mentor program between veteran (or retired) managers and potential city/county managers to assist with advice and the job hunt. The more experienced folks could assess these candidates and help define where they could use some help or training.
3. Explore the potential for reaching out to undergraduate programs or high schools. Unfortunately, many potential public administrators aren’t exposed to the field until they already have other career plans. By developing a program that would facilitate local managers visiting classrooms, professionals across the country could assist with this effort.
4. Encourage local government professionals in non-generalist positions to join ICMA and consider offering joint memberships with other professional organizations in fields such as Public Finance, Human Resources, Public Works and Planning associations.
5. Promote the importance of Analysts and Assistant positions for effective city management and competitively compensate them.
6. Advocate for MPA curriculum that prepares students for generalist city management positions as well as specialized entry level positions in local government.
7. Ensure MPA programs and ICMA are on the same page in terms of recognizing new careers path to city management if current trends continue.

The ICMA Advisory Board of Graduate Education is an advocate for filling the local government pipeline. It is hoped that these recommendations will help to address the need to fill the pipeline for the future.

EVERGREEN CHAPTER CONTINUED FROM PAGE 23

Disaster Reduction Center and Mr. Akio Kawanabe, Secretary-General, member of the Representative Steering Committee of HAPSA and director of the board, Hyogo Earthquake Memorial 21st Century Research Institute.

Banba outlined the recovery status of the Great East Japan Earthquake. Shinbayashi spoke about the recovery based on retrospective partnerships between local governments. Kawawaki described the role of local community in recovery from the recent earthquake. Kouchi reflected on past disasters while asking the question, “What’s Next?” Arakawa described prevention and preparedness efforts for disaster. Kawanabe detailed activities of a center in Kobe dedicated to remembrance and the future, called the Great Hanshin-Awaji Earthquake Memorial Disaster Reduction and Human Renovation Institution.

Washington State’s presenters included Chuck Matthews, senior regional solid waste specialist in the Washington Department of Ecology; Stephanie Jackson, veteran and project coordinator with the Washington Conservation Corps (WCC) – Department of Ecology; Phil Hansen, crew supervisor also with the WCC – Department of Ecology and John Schelling, earthquake/tsunami programs manager with the Washington State Emergency Management Division.

Matthews presented on Washington State’s marine debris planning and response. Jackson gave an overview of the WCC as an AmeriCorps program based with the WA Dept. of Ecology. Hansen detailed the WCC’s response to the tsunami debris clean up on Washington shores, as well as the response by WCC crews deployed to assist with clean up in New York and New Jersey following Hurricane Sandy. Schelling outlined steps for building a more earthquake and tsunami resilient Washington State.

All of the seminar presentations are on the ASPA-Evergreen Chapter website: <http://www.evergreenaspaonline.org/hyogo-washington-50th-anniversary/>

The seminar ended with closing statements made by the commentator and facilitator, Makino and Mullen, respectively.

The joint public administration seminar of ASPA and HAPSA, listed as the United States - Japan Disaster Preparedness Seminar, can be viewed via TVW’s website:

http://www.tvw.org/index.php?option=com_tvwplayer&eventID=2013080028

At the close of the seminar, the presenters and invited guests took part in a luncheon and signing ceremony at which HAPSA and the Evergreen Chapter renewed the agreement signed 10 years ago. Akio Kawanabe and Mary Van Verst performed the signing as representatives of the sister-organizations. Each made statements recognizing the progress made via exchanges over the last decade and pledged support for future collaboration.

Mary Van Verst serves as International Affairs Coordinator for the Evergreen Chapter and is a Program Officer at the Washington Commission for National and Community Service, mary.vanverst@ofm.wa.gov

UNDERSTAND ATTRITION CONTINUED FROM PAGE 3

(4) performance management, compensation, benefits and work/life balance.

These quadrants are important individually and as a whole. Individuals will likely be most affected by one issue or a set of factors: some care most about work/life balance while others care most about learning opportunities. Importantly, however, significant organizational deficiencies in one quadrant can have a negative impact on overall employee satisfaction and, ultimately, on agency-wide or unit-wide retention. Taken together, if an agency or work unit is strongly positive in all four quadrants, it can go far to sustain a positive work environment.

High turnover is a lagging indicator of employee dissatisfaction in a work unit and can suggest problems with the management skills of leaders or supervisors, the nature of the workplace environment, or systems and processes. For example, while attrition of new hires means a loss of the considerable investment expended to hire them—literally, money down the drain—it also can indicate weaknesses in the agency’s hiring and on-boarding processes, or shortcomings in supervision.

Therefore, smart agency leaders make significant efforts to understand the reasons why individual employees and groups of employees leave, and then use that information to improve the workplace environment as needed.

How can an agency understand attrition? There are two key sources of relevant data.

The first is exit data. More agencies are systematically collecting exit data via online surveys or in-person interviews to understand attrition drivers. However, this important data must be used with caution because response rates may be low and the candor of the responses questionable.

A second source is employee feedback surveys, specifically OPM’s annual Federal Employee Viewpoint Survey. These data are all the more valuable because careful analysis can predict future attrition problems.

Studying the responses of those who respond affirmatively to a question about whether they are planning to leave in the next year provides a unique window into why people feel the way they do. We found that those saying they were planning to leave were much more likely to disagree with the statement, “My talents are used well in the workplace,” than those planning to stay. They also were considerably more likely to disagree that their “work gives [them] a feeling of accomplishment.”

What steps should be followed? We recommend a 3-step protocol for studying attrition and improving retention.

Step 1: Understand who is leaving.

Using agency-specific data from its HR information system, the Central Personnel Data File or another trusted source, an agency should profile and analyze the demographics of departing employees. Study these data to identify at-risk groups of employees with already high attrition or at an elevated risk of leaving. We recommend at a minimum

studying new hires, those in mission critical occupations, and retirement-eligibles.

Step 2: Understand the dissatisfaction of at-risk groups.

Answers to specific federal employee survey questions can directly inform retention strategies. For example, if employees throughout one unit express dissatisfaction with “opportunities to improve skills,” a new training approach may be needed. These data may reveal areas and magnitude of dissatisfaction for groups identified in Step 1 as at-risk. Exit data can provide direct answers to the “why are they leaving” question.

Step 3: Develop, implement and monitor retention action plans.

As for any initiative, action requires senior level commitment, planning, accountability for results, follow-up and ongoing plan updates to achieve success. New or additional retention techniques can either be corrective (to fix a problem identified during the analysis) or proactive (to address employee concerns and head off a potential attrition problem in the future).

Reviewing the effectiveness of current retention techniques is best done by a team including representatives from HR, workforce planning, the training group, line leaders, managers and employees from at-risk groups. A useful approach is to align current retention techniques with the four-quadrant work environment framework to study effectiveness and also identify gaps. Ultimately, this approach strengthens the retention options already in place, and facilitates implementation of new techniques.

Finally, savvy agencies evaluate and report the results of their initiatives. They realize that solutions to complex problems typically require multi-faceted, multi-year responses. By identifying potential areas of dissatisfaction early on, agency leaders can work with groups of employees and affinity groups to head off problems. The most effective way to determine the success of actions implemented to improve retention is to complete the cycle and again study the same data that was analyzed at the beginning of the process to understand who is leaving the agency and why.

Sarah F. Jaggard is a Senior Advisor with the Partnership for Public Service. She can be reached at sjaggard@ourpublicservice.org.

CALL FOR ARTICLES

PATIMES

NOV/DECEMBER PRINT EDITION

Beyond the Fiscal Crisis: Promoting Economic Growth & Opportunity

The Nov/December print edition of *PA TIMES* will discuss the Great Recession, stages of recovery and how governments and nonprofits are responding.

As we mark five years since the meltdown, there is ongoing debate about whether the country is experiencing a recovery. Share your articles about how your community weathered the Great Recession. What lessons were learned? What changes have been implemented to protect communities from backsliding?

Send *PA TIMES* your articles to patimes@aspanet.org. Share your experience and knowledge about the fiscal crisis and the impact to public service.

Here are a few guidelines:

- Articles must be between 1000-1200 words.
- Articles must be submitted as Word documents.
- Articles must be written in AP format. View *PA TIMES* style guide at www.aspanet.org under Publications.
- Articles should not include end or foot notes or a bibliography. All citations should be included inside the article.

Submissions must be received by Nov. 15 to be considered. Send to patimes@aspanet.org.

PATIMES
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VOLUME 36, NUMBER 4

EMPLOYMENT CLASSIFIEDS

OCTOBER 2013

**POSITION ANNOUNCEMENT
SCHOOL OF PUBLIC AND ENVIRONMENTAL AFFAIRS (SPEA)**

**Tenure-Track Assistant Professor Position in
Health Care Policy and Management**

The School of Public and Environmental Affairs (SPEA) at Indiana University seeks to appoint a tenure-track assistant professor in the area of health care policy and management on the Bloomington campus. A more senior appointment is possible for an exceptionally qualified candidate.

Applicants must present evidence of high-quality research and an ambitious research program in health economics, health policy, and/or healthcare management; an interest in service; and a strong commitment to high quality teaching at both the undergraduate and graduate levels. A Ph.D. or an equivalent terminal degree in a related field (e.g., economics, health policy, health services research, management, medicine, political science, public affairs, public health, public management, public policy, or sociology) is required or must be completed by August 2014.

SPEA is a multidisciplinary, university-wide division of Indiana University and is organized as a professional school committed to excellence in research, teaching, and service, and to addressing critical issues of public policy and management. Faculty members teach required and elective courses at the undergraduate, professional masters, and doctoral levels. SPEA is one of the largest public affairs schools in the nation with more than 110 full-time faculty on its two main campuses, Bloomington and Indianapolis. The graduate program consistently ranks among the best in the country. For more information about SPEA, see <http://www.indiana.edu/~spea/>.

Review of applications will begin September 1, 2013 and continues until the position is filled. Please submit a letter of application, current vita, writing sample, complete contact information, and three letters of recommendation electronically to <https://indiana.peopleadmin.com>. If there are any questions, please submit to:

David Reingold
Executive Associate Dean for Bloomington
SPEA Room 300
1315 E. Tenth Street, Indiana University
Bloomington, IN 47405-1701

Inquiries or questions about this job announcement can be forwarded to Kosali Simon, who is serving as the chairperson of this search committee, at simonkos@indiana.edu.

Indiana University is an equal opportunity, affirmative action educator employer and contractor, and is strongly committed to achieving excellence through cultural diversity. The university actively encourages applications and nominations of women, persons of color, applicants with disabilities and members of other underrepresented groups.

**THE ASKEW SCHOOL
FLORIDA STATE UNIVERSITY**

The Askew School of Public Administration and Policy of the Florida State University, offering one of the oldest NASPAA accredited MPA programs and a Ph.D. Program, has a tenure track opening at the assistant professor level. We welcome applicants from all fields of public administration and policy who show excellent research and teaching records or potential and strong quantitative and/or qualitative research methods skills. Some teaching of MPA methods classes is expected. Teaching and research expertise in the management of financial, human, or information resources, local government, or nonprofit management are desirable as is an ability to help the Askew School advance a global perspective in our field.

Located in Florida's capital city, the Askew School offers extensive opportunities for research, as well as networking with practitioners. The School has repeatedly been recognized as having one of the top ten faculties nationally as measured by the number of refereed articles published in the journals of our field. Four centers operate through the Askew School: The Center for Civic and

Nonprofit Leadership which serves domestic nonprofits and international NGOs; the Center for

Florida Local Government Excellence, which is sponsored and funded by several of Florida's local governance professional organizations; and the Center for Disaster Risk Management, which has extensive domestic and international activities. The Askew School also includes the Florida Center for Public Management which offers the nation's largest Certified Public Manager program with full-time trainers. Standard teaching assignment is 2+2 and salary is competitive.

Applications especially are invited from minority candidates. The Florida State University is an Affirmative Action/Equal Opportunity Employer. Submit C.V., succinct evidence of teaching ability, and three letters of reference to: Chairperson, Search Committee, Askew School of Public Administration and Policy, Florida State University, Tallahassee, FL 32306-2250. Review of applications will begin October 31, 2013 and continue until the position is filled.

**ASSOCIATE/FULL PROFESSOR AND DIRECTOR OF
PUBLIC ADMINISTRATION**

Texas A&M International University seeks an associate or full professor of Public Administration to serve as Director of Public Administration for its NASPAA accredited graduate program.

The successful candidate must hold an earned doctorate in Public Administration or related field, a successful record of teaching and research in public administration, and proven academic leadership skills or evident leadership potential. The graduate program in Public Administration is a fully on-line program and is housed in the Department of Public Affairs and Social Research in the College of Arts & Sciences. The appointment is for 10.5 months in the academic year and tenure and rank are negotiable.

Preferred qualifications include experience developing and delivering on-line courses in public administration and a research and teaching interest in administrative ethics, administrative law, human resources, or financial management.

Texas A&M International University is a growing university of over 7,000 students located in Laredo, Texas, a vibrant bi-lingual, bi-cultural city of over 240,000 on the U.S./Mexico border. For more information, visit www.tamui.edu.

Completed employment application must include a letter of interest that addresses qualifications, a curriculum vitae, and the names and contact information of three professional references. Interested, qualified candidates must apply via our online employment system, TAMIUWorks, at <https://employment.tamui.edu>. Review of applications will begin immediately and continue until the position is filled.

TAMIU is an equal opportunity/affirmative action employer.



**UNIVERSITY OF LA VERNE
ASSISTANT/ASSOCIATE PROFESSOR OF PUBLIC
ADMINISTRATION**

Job Description Summary:

The Department of Public and Health Administration of the University of La Verne's College of Business and Public Management is seeking an Assistant Professor of Public Administration. This is a full time, tenure track position beginning July 1, 2014 (courses start late August). The position could begin as early as January 1, 2014, depending on the availability of applicants. The Department is committed to enhancing social and environmental justice and increasing community engagement in the Southern California region.

The Department of Public and Health Administration was created in 1979, has over 1,400 alumni, and has a Master of Public Administration (MPA) degree accredited by the National Association of Schools of Public Affairs and Administration (NASPAA). The Department also offers a doctorate program (DPA) that has cultivated scholarly practitioners for over 25 years. The Department has eight full-time faculty and offers undergraduate, master and doctoral programs to a highly diverse student population.

The University of La Verne is a 120 year old independent institution of higher learning located 35 miles east of Los Angeles at the foothills of the San Gabriel Mountains, in the City of La Verne. The University is designated as a Hispanic Serving Institution, an Equal Opportunity Employer that actively strives for cultural diversity, and is committed to excellence.

Specific Duties:

The work load is split into 60/30/10 with teaching representing 60% of the work load, research and scholarly activities for 30%, and community service and community engagement for 10%. Faculty is expected to teach six courses per year at the graduate and/or undergraduate level.

Minimum Qualifications:

Candidates must have an earned Ph.D. in Public Administration, Political Science, or a related field. Candidates with an expected completion date of June 2014 are encouraged to apply.

The Department's primary interest is to hire a candidate who has a commitment to teaching quantitative analysis, research design and methodologies to graduate students. In addition, this candidate would ideally have teaching interests in one or more of the following additional areas: organizational change and development, program evaluation, community development, public management, and/or civic engagement.

Preferred Qualifications:

Candidates with government or nonprofit work experience, teaching experience, and an established research record are also of special interest.

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To be considered for this position please visit our web site and apply on line at the following link: <http://apptrkr.com/376951>.



**DEPT. OF POLITICAL SCIENCE, ASSISTANT PROFESSOR,
PUBLIC ADMINISTRATION AND PUBLIC POLICY**

The Political Science Department invites applications for a full time, tenure track position in the area of public administration and public policy, beginning fall semester 2014. Applicants should have teaching and/or research experience in public administration and/or public policy. Candidates will be expected to teach graduate courses in the core and elective curriculum of the department's growing Master of Public Administration program (NASPAA Accredited); some undergraduate political science courses; work closely with and advise graduate and undergraduate students.

Bridgewater State University is committed to student and faculty success, and that commitment includes maintaining small class sizes and offering opportunities for undergraduate research with faculty members.

Required Minimum Qualifications:

Earned Ph.D. (to be completed by August 2014), evidence of commitment to teaching excellence and scholarly activity are required.

Preferred Qualifications:

Candidates with strong quantitative methodological skills and practitioner experience preferred.

Special Instructions to Applicants:

In addition to resume and letter of interest, please submit a writing sample and at least three references with contact information including email addresses.

Apply online at <https://jobs.bridgew.edu>

Bridgewater State University is an affirmative action/equal opportunity employer with actively seeks to increase the diversity of its workforce.



The School of Public Administration at the University of New Mexico invites applications for an Assistant Professor of Health Administration appointment, to begin in Fall, 2014. Ability to teach and conduct research in an area of healthcare administration is expected; additional areas of expertise in health policy, public administration, or public health are also welcome.

To be considered, candidates must have a granted Ph.D. in Public Administration or a closely-related social science discipline, e.g. Public Health, Public Affairs, Public Policy, or Economics, at the time of appointment. Qualifications are commensurate with those necessary for attainment of comparable junior rank at leading, research-intensive universities. Successful candidates will show significant potential for or demonstrated success in cutting-edge research, peer-reviewed publication, external funding, and university teaching. Preferred qualifications are the ability to teach in other graduate level courses such as quantitative methods or organizational behavior and the potential for professional leadership.

The MHA program is in its inaugural year and has been designed to the highest curricular standards for carefully selected student cohorts. It joins the existing MPA program in the School of Public Administration, which is one of the oldest NASPAA-accredited programs in the nation. The University of New Mexico is a Carnegie Doctoral Very High Research Activity Institution and a Hispanic-Serving Institution, with over 33,000 students on the main and branch campuses.

For best consideration, all application materials must be received by November 15th, 2013. Candidates must apply through UNM Jobs (<http://unmjobs.unm.edu>). Candidates must be prepared to upload a cover letter, statement of research interests, statement of teaching philosophy, and curriculum vitae. Three letters of recommendation must be mailed directly to: Ms. Angela Kamman, Administrative Officer, School of Public Administration, MSC053100, 1 University of New Mexico, Albuquerque, NM 87131-0001 or emailed to akamman@unm.edu. The position will remain open until filled.

**THE UNIVERSITY OF NEW MEXICO IS AN EQUAL OPPORTUNITY/
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CONFERENCES & WEBINARS CALENDAR

SEPTEMBER 2013

September 22 – 25

AACPM Professional Development Symposium

Location: Boise, ID

More info: sites.google.com/a/iscpm.org/aacpm25

September 25 – 28

Southeastern Conference on Public Administration

Location: Charlotte, NC

More info: www.aspaonline.org/secopa

OCTOBER 2013

October 9-12

NASPAA Annual Conference

Location: Washington, DC

More info: <http://www.naspaa.org/>

October 23

WEBINAR: Engaging Government Employees

Time: 1 pm

Presenter: Robert Lavigna

October 31 – November 2

9th International Conference on Public Administration

Location: Cape Town, South Africa

More info: www.icpa-uestc.cn

NOVEMBER 2013

November 1-2

Northeast Conference on Public Administration

Location: Newark, DE

More info: NECoPA2013.eventbrite.com

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PATIMES

OCTOBER 2013

VOLUME 36, NUMBER 4

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AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION
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