
ASPA BUZZ

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ASPA Annual Awards Luncheon

Friday, June 1, 2007

12:00 Noon

Utah State Center for the Blind
250 North 1950 West, Room 222, SLC

Please make your reservations early. The luncheon will be catered. Reservations or cancellations must be received no later than **Tuesday, May 29th**. No shows will be billed. Limited parking is available—please carpool where possible.

As a “thank you” for your support of the Utah Chapter of ASPA, the cost of the luncheon will be \$12.00 for all who attend – except for students who will continue to pay \$6.00.

Please call the Center for Public Policy and Administration, University of Utah, at 581-6493 or e-mail jrandall@cpga.utah.edu for reservations.

2007 Annual American Society for Public Administration (ASPA) Awards

The Arthur V. Watkins Distinguished Service Award for an Elected Official – **Peter Corroon, Salt Lake County Mayor**

This award, established in 1989 by the Utah Chapter of ASPA, honors elected officials who have, through exceptional commitment, skill and integrity, served the public with special distinction.

“Elected to the Salt Lake County Mayor’s office in 2004, Peter Corroon entered the Mayor’s office when the County was faced with turmoil, lack of internal controls, and public distrust. Since that time Mayor Corroon has strived to foster open, honest and ethical government.

“Specifically he has increased accountability by setting clear ethical standards and expectations for county employees, holding bi-monthly open door meetings for the general public to hear citizen issues and complaints, opening weekly cabinet meetings to the public, creating an Administrative Services Department to implement increased fiscal controls and establishing the Council on Diversity Affairs to offer outreach to all members of our community. As a result, Salt Lake County government has greatly improved the process of transparent and open governance. His fiscally conservative policies make county government both more efficient and more environmentally sound.”

Dr. G. Homer Durham Distinguished Service Award for an Appointed Official – Joyce Sewell, Director of the Labor Commission’s Industrial Accidents Division.

This award, established in 1989 by the Utah Chapter of ASPA, honors appointed officials who have served the public with honor and integrity.

“For the last 18 years, Ms. Sewell has been closely involved in every administrative rule and statutory change in the workers’ compensation system. Under her watch, Utah’s workers’ compensation system has developed a national reputation for efficiency and progressive policies. Her peers in the international workers’ compensation community have recognized Joyce’s abilities by electing her President of the International Association of Industrial Accident Board & Commissions (IAIABC).”

Dr. F. Ted Hebert Distinguished Service Award for Outstanding Contributions to Public Administration – Richard Walker, Program Manager, Utah Department of Community and Culture.

This award, created in 2001 by the Utah Chapter of ASPA, honors individuals that have made significant contributions to public administration through academia, public employment, or as a citizen.

“Richard Walker has provided humble public leadership for over twenty-nine years. He built the Utah Community Development Block Grant Small Cities Program from the ground up, championing states’ rights with an eye firmly set towards serving the needy. Richard has never shied away from trying new programs and approaches and sharing his knowledge and experience with others. . . . Richard has stepped forward and provided leadership when needed the most. He spent endless hours of his own time organizing volunteers to assist in the relief efforts for the Katrina victims, assisting with relocation, housing and medical care.”

Board and Commission Award of Excellence – Salt Lake City Planning Commission

This award, established in 2002 by the Utah Chapter of ASPA, is given to a board or commission who has exhibited community service, works to support the common good, is proactive in decision-making, and facilitates public participation in governmental processes.

“Members of the Salt Lake City Planning Commission have engaged multiple stakeholders through the volunteering of their time and their deliberative efforts as the city grapples with numerous and complicated development issues. These issues are, at times, both controversial and complex. Additionally, individual members of the commission have, on their own time, engaged in the deliberative planning efforts that will have a profound and lasting effect on the future of Salt Lake City.”

APRIL LUNCHEON

By Tricia Jack

Really Keeping Score or just a Passing Fad?

Questions and Answers about the Balanced Scorecard and Municipal Benchmarking.

This month’s topic focused on performance measurement and benchmarking initiatives, including balanced scorecard. The panel included Mark Christensen, City of Washington Terrace; **Conroy Whipple**, Utah Department of Human Resource Management; and **Mike Hansen**, Governor’s Office of Planning and Budget. **Dr. David Patton**, Director of the Center for Public Policy and Administration at the University of Utah, and **Dr. Patria Julnes**, a faculty member from Utah State University, served as moderators.

Mark Christensen addressed the importance and benefits of benchmarking among cities. He explained that administrators need to be on the front edge of providing information to citizens and community and to be able to prove success through performance measurement. Information on a community’s performance can be controlled and presented in a way that is favorable to the organization. He then explained that many cities are working together on this and that the goal is to get a database and create benchmarks so that city managers can compare and demonstrate performance. He presented it as a phenomenal management tool that managers can use for day-to-day success.

Conroy Whipple spoke to the benefits of the balanced scorecard in the State. He explained that as it became apparent that we needed a more strategic approach to human resources in the state, numbers, measures, statistics and analysis of issues all became more important. Balanced Scorecard is a small part of the larger strategic data management initiative. Mr. Whipple explained that the Scorecard helps the department focus on the most critical measures. There are only ten measures of HR performance reported, which has forced managers to sit down and decide what measures are most important and what they want people to see. There are an additional 20-30 measures that are included for internal department use and these will be integrated with performance management processes. Over the next 2-3 years, the measures will be tweaked and refined.

Eventually there should be some standard HR measures that all agencies report—for example, turnover. This is a measure that can be tracked and then intelligent agency-to-agency discussions

can take place about these issues. The goal is that these measurements will take the department to a strategic place where they are a trusted source for HR data in the state.

Mike Hansen spoke on the need to constantly improve the management of the state and how this can be achieved through measurements. Currently Utah is the second best-managed state, according to *Governing* magazine, but there is always room for improvement! Things can always be done differently or better. This conversation about customers has to take place even when you are on the top.

Mr. Hansen explained the five major ingredients in improving performance:

- Strategic leadership
- Cross agency initiatives
- Changing current culture
- Leadership development
- Standards and accountability

There were several questions fielded to panelists, ranging from how the state intends to make the Balanced Scorecard information meaningful to state legislators, how we get past bureaucracy, to the use of ICMA's measurement tools and how useful the Balanced Scorecard really is in the public sector, given its origin in business.

Dr. Patton concluded the discussion by commenting that this is not an exact science but it is becoming more comfortable as a management practice. The panelists were thanked for an interesting discussion.

Coming Fall 2007: Utah's First Nonprofit Academy for Excellence!

Professional Education at The University of Utah, in partnership with UNA and USFR, is pleased to announce the launch of the new **Nonprofit Academy**, a unique program created exclusively for leaders and managers of Utah's nonprofit community. Four certificate programs with customizable electives will be offered: **Leadership and Management, Fund Development, Finance, and Human Resources**, perfect for all levels of nonprofit professionals or those seeking to break into the nonprofit arena.

Applications required by August 24, 2007. visit: www.continue.utah.edu/proed/nonprofit for details.

Please join us for an informative Open House on **Thursday, June 28** to learn more about the Nonprofit Academy and to meet some of the instructors. RSVP to 801-585-1780.

COUNCIL CORNER

April Townsend

Salt Lake County Administrative Services

Past President, ASPA Council

ASPA as an organization exists to blend the worlds of the public administrator and the academic, intent on improving the knowledge and theories offered by higher education to assist or guide practitioners as they address the complexities of public service. It was this that drew me to ASPA and to those who claimed membership.

Truth be told, I didn't grow up bragging to family and friends that someday I was going to be a bureaucrat. In fact, there are many times when I look back and feel that somehow public service chose me rather than my choosing it as a career. However, the work has proven to be challenging, rewarding and full of opportunities.

One challenge that continues to haunt me is the lack of variety among my fellow civil servants. My academic friends offer the phrase "representative bureaucracy" which they define as "the body of thought and research examining the potential for government agencies to act as representative political institutions if their personnel are drawn from all sectors of society." Perhaps an easier way to explain the challenge is to use the words of former president Bill Clinton when he called for a government that "looks like America."

I'm fortunate. I work in an organization where the current leadership values diversity and is actively working to create opportunities to employ and advance those members of our community who represent all sectors of our society. However, there is still room for commitment and action. There are rich conversations that await us as we bring to the table those perspectives different from our own. In *"The Open Space of Democracy,"* Terry Tempest Williams chooses to remind us of what we gain when we challenge the status quo. "Question. Stand. Speak. Act. Make us uncomfortable. Make us think. Make us feel. Keep us free."

The complexities facing public service continue to present challenges and opportunities. A representative bureaucracy is a powerful tool that can utilize different perspectives and points of view to identify innovative solutions to our current challenges while taking into consideration the interests of more members of our community. However, simply talking about it does little to change the status quo. For change to occur, effort and action is needed at every level of every public organization. I'm reminded of the sage advice of Clementine Paddleford who offered: "Never grow a wishbone, daughter, where your backbone ought to be." Be willing to question, to stand, and to act.