

## PERFORMANCE EXCELLENCE RESOURCES

### *PUBLIC SECTOR & NON PROFIT*

#### Organizations & Web Sites

##### ***The All States Quality Forum Listerv (ASQFL)***

The *All States Quality Forum Listerv (ASQFL)* is hosted by the *South Carolina State Government Improvement Network (SCSGIN)* as a service for all selected state representatives to collaborate on quality initiatives, methods, plans, or ideas that will help public service organizations across the United States. More than 30 states are members of the *ASQFL*, as well as the District of Columbia.

**Resource Type:** Service/Web site

**URL:** <http://groups.yahoo.com/group/ASQFL/>

##### ***Alliance for Redesigning Government: National Academy of Public Administration***

The Alliance for Redesigning Government was established at the *National Academy of Public Administration* in 1993 in response to public sector innovation in state and local governments. The Alliance is the center of a national network and clearinghouse for state, local, and federal innovators; nonprofit and corporate leaders; and scholars who advocate performance-based, results-driven governance. *Alliance for Redesigning Government* is under reconstruction, but the site offers access to the Learning Network, which provides an advanced search engine and hundreds of excellent resources.

**Resource Type:** Learning Resource Network

**URL:** <http://www.napawash.org>

##### ***Alliance Resource Center***

*The Alliance* is dedicated to building and transferring knowledge related to nonprofit management and governance. *The Alliance* takes a collaborative approach to disseminate nonprofit management information. The organization has made available the new [\*Alliance Resource Center \(ARC\)\*](#), still under development. At the resource center you will find resources representing the work of hundreds of organizations, all working to help nonprofit agencies and nonprofit management support professionals manage their businesses more efficiently and effectively.

**Resource Type:** Professional Organization

**URL:** [www.allianceonline.org/](http://www.allianceonline.org/)

##### ***American Society for Public Administration***

The *American Society for Public Administration (ASPA)* was established in 1939 in response to major changes in the developing field of public administration. With a membership of more than 10,000 government and nonprofit administrators, scholars, teachers and students, *ASPA* is the largest professional association in public administration. *ASPA's* roots are in the progressive reform movement that produced major changes in American public administration in the early part of the 20th century.

**Resource Type:** Professional Organization

**Address:** ASPA 1120 G Street, NW  
Washington, D.C. 20005

**URL:** [www.aspanet.org](http://www.aspanet.org)

##### ***ASQ – Government Division***

*ASQ* is an international network of people who exchange information and learning to promote education. The *Government Division* of the *American Society for Quality* strives to support the vibrant connections among the diverse and dynamic experiments of government transformation, where the principles of quality are the common ground. *ASQ's* goal, and the central focus of its *Government Division*, is to improve the quality of government systems.

**Resource Type:** Professional Organization/Web Site

**URL:** <http://www.asq.org/government/why-quality/overview.html>

### ***The Balanced Scorecard Institute***

BSI is an independent, nonprofit source of information about applications of the balanced scorecard approach to management in government and other nonprofit organizations.

The mission of this organization is to provide web-based guidance, information and tools to government and nonprofit managers as they attempt to design and implement measurement-based management in state, local and federal government environments. To be a web clearinghouse for managers to exchange information, ideas and lessons learned in building strategic management systems using the balanced scorecard approach.

**Resource Type:** Web Site

**URL:** [www.balancedscorecard.org/](http://www.balancedscorecard.org/)

### ***BoardSource***

*BoardSource*, formerly the *National Center for Nonprofit Boards*, is a resource for practical information, tools and best practices, training, and leadership development for board members of nonprofit organizations worldwide.

**Resource Type:** Professional Organization/Web Site

**Address:** BoardSource  
1828 L Street, NW Suite 900  
Washington, DC 20036-5114

**Phone:** 202-452-6262 or 800-883-6262

**Fax:** 202-452-6299

**URL:** [www.boardsource.org](http://www.boardsource.org)

### ***The Brookings Institute***

In its research, *The Brookings Institute* functions as an independent analyst and critic, committed to publishing its findings for the information of the public. In its conferences and activities, it serves as a bridge between scholarship and public policy, bringing new knowledge to the attention of decision-makers and affording scholars a better insight into public policy issues. Brookings is financed largely by endowment and by the support of philanthropic foundations, corporations, and private individuals. Its funds are devoted to carrying out its own research and educational activities. It also undertakes some unclassified government contract studies, reserving the right to publish its findings.

**Resource Type:** Research Institute

**Address:** Governance Studies Program  
The Brookings Institution  
1775 Massachusetts Avenue, N.W.  
Washington, DC 20036-2188

**Phone:** 202-797-6090

**Fax:** 202-797-6144

Center for Public Policy Education

**Phone:** 202-797-6316

**Fax:** 202-797-6319

**Email:** [brookinfo@brook.edu](mailto:brookinfo@brook.edu)

**URL:** [www.brook.edu/](http://www.brook.edu/)

### ***The Center for Government Studies at Northern Illinois University***

*The Center for Governmental Studies at Northern Illinois University* is a public service, applied research, and public policy development organization. Its mission is to be a leader in providing services that contribute to the economic well-being of the State of Illinois and in advancing the capabilities of government at all levels, to develop policies and to manage and evaluate their program services. The Center was founded in 1969 and is part of *NIU's* Division of Administration and University Outreach.

**Resource Type:** University Organization

**Email:** [cgs@niu.edu](mailto:cgs@niu.edu)

**URL:** [www.cgsniu.org/](http://www.cgsniu.org/)

### ***Coalition for Effective Change***

The *Coalition for Effective Change (CEC)* was formed in 1993 as a non-partisan alliance of associations representing current and retired federal managers, executives and professionals. CEC provides a channel for these public employees to contribute to the success of government management.

**Resource Type:** Representation Organization  
**Address:** The Coalition For Effective Change  
c/o Total Merit Solutions, Inc.  
1100 Connecticut Ave, NW, Suite 900  
Washington DC 20036  
**Phone:** (202) 331-0004  
**Fax:** (202) 331-7779  
**Email:** [contact@effective-change.org](mailto:contact@effective-change.org)  
**URL:** <http://www.effective-change.org/>

### ***Curious Cat Connections: Public Sector Connection Highlights***

A comprehensive list of public sector (or public sector related) *Quality* links at the *Curious Cat Management Improvement* web site.

**Resource Type:** Web Site  
**URL:** <http://curiouscat.com/guides/ccomih.cfm>

### ***Federal Consumer Information Center***

Have any question pertaining to Federal programs, services, or benefits answered at this national contact center, provided by the US General Services Administration.

**Resource Type:** Online Information Center  
**Email:** [catalog.pueblo@gsa.gov](mailto:catalog.pueblo@gsa.gov)  
**URL:** <http://www.info.gov>

### ***FirstGov***

From the *Office of Citizens Services and Communications, U.S. General Services Administration, FirstGov.gov*, is the official U.S. gateway to government information and the catalyst for a growing electronic government. *FirstGov* has a global vision, striving to connect the world to US government information and services. The site contains numerous links to other federal resources, local and state governments, and to foreign nations around the world.

**Resource Type:** Web Site  
**URL:** [www.firstgov.gov/index.shtml](http://www.firstgov.gov/index.shtml)

### ***The Government Executive***

This is the sister web site to Government Executive magazine. The site allows you to exchange ideas and perfect techniques in areas as diverse as engineering, construction, information technology, personnel management, health services, and communications.

**Resource Type:** Web Site  
**URL:** <http://www.govexec.com>

### ***Government Performance Coalition: Managing for Results***

The *Government Performance Coalition* is a group of organizations and researchers whose mission is to present to the President, government managers, Congress, the media and the public our views on key performance management issues.

**Resource Type:** Professional Coalition  
**Address:** 1301 K Street NW, Suite 450 West  
Washington, DC 20005  
**Phone:** 202-244-7039

**Fax:** 202-244-3387  
**Email:** [coalition@govresults.com](mailto:coalition@govresults.com)  
**URL:** <http://www.govresults.com>

### ***GPRA and Performance Management***

OMB's Program Assessment Rating Tool directs agencies to performance-based budgeting through the integration of GPRA goals directly into the budget. These outcome-oriented goals are defined first in the Strategic Plan, from which are derived Annual Performance Plan goals. OMB now expects agencies to align annual goals and measures with the requested funding levels in a manner that shows how the budget supports achieving specific program results. This web site provides information about GPRA and Performance Management, including items addressing:

- the origin, intent and requirements of GPRA
- GPRA's relationship to other federal management reforms,
- Performance-Based Budgeting
- the President's Management Agenda,
- OMB's Program Assessment Rating Tool, and
- Activity-Based Costing/Management.

**Resource Type:** Federal Agency Web Site  
**Address:** Strategisys LLC  
6561 Grange Lane, Suite 403  
Alexandria, VA 22315  
**Phone:** 703-924-2820  
**Fax:** 703-997-5584  
**E-mail:** [contact@strategisys.com](mailto:contact@strategisys.com)  
**URL:** <http://www.john-mercero.com/index.htm>

### ***Innovations in American Government***

*Innovations in American Government* is an Awards Competition of the *Ford Foundation*. The program is administered by the *John F. Kennedy School of Government* at *Harvard University* in partnership with the *Council for Excellence in Government*. The *Innovations in American Government* Program identifies and promotes creative problem-solving in the public sector through an annual awards program. Building on a rigorous, four-stage evaluation process, the Program confers broad public recognition on innovative government programs nationwide. This site offers case studies, online publications, journal articles and book chapters, and books on innovations in American government.

**Resource Type:** Government Awards Program/Web Site  
**Address:** Ash Institute for Democratic Governance and Innovation  
John F. Kennedy School of Government  
Harvard University  
79 John F. Kennedy Street  
Cambridge, MA 02138  
**Phone:** 617-495-0557  
**Fax:** 617-496-4602  
**URL:** <http://www.innovations.harvard.edu/>

### ***Innovation Network***

The *Innovation Network* is a national non profit dedicated to building skills, knowledge, and processes within public agencies and nonprofits to improve their overall organizational learning and effectiveness. The Network offers consulting, workshops, and technology tools, as well as free publications, definitions, samples, and links.

**Resource Type:** Organization/Web Site  
**URL:** <http://www.innonet.org>

### ***The Alliance for Innovation***

The Alliance for Innovation, formerly The Innovation Groups (IG), along with our strategic partners the International City/County Management Association (ICMA) and Arizona State University (ASU), connects our members with the tools and resources to promote innovation in local government.

**Resource Type:** Web Site  
**Address:** Innovation Network, Inc.  
1625 K Street, NW, 11th Floor  
Washington, DC 20006  
**Phone:** 202-728-0727  
**Fax:** 202-728-0136  
**URL:** <http://www.transformgov.org/>

### ***Internet Nonprofit Center: Information For and About Nonprofits***

The *Internet Nonprofit Center* is a project of *The Evergreen State Society* based in Seattle, Washington, USA. *INC* is a resource of information provided by participants in many online discussions about nonprofits and their work. *The Internet Nonprofit Center* is the home of the *Nonprofit FAQ*. The *FAQ* is based on "frequently asked questions" – and their answers – drawn from the 'Nonprofit' email discussion forum (see <http://www.rain.org/mailman/listinfo/nonprofit>) and other online resources.

**Resource Type:** Web Site  
**URL:** <http://www.idealists.org/if/idealists/en/FAQ/Nonprofit/Home/default>

### ***Local Government Institute (LGI)***

Since 1988, the *Local Government Institute* has provided technical assistance publications or services to more than 4,000 local governments in all 50 states, as well as a number of foreign countries. *LGI* is a federally recognized independent tax exempt non-profit organization dedicated to improving the quality of local government throughout the English speaking world. To accomplish this mission, *LGI* provides technical assistance to local governments, develops "how-to" and reference manuals and software, and provides services, information and advocacy which advances the quality, integrity and professionalism of local government. While *LGI* is concerned about all areas of local government, its principal focus is on human resources administration, governance, and community development.

**Resource Type:** Organization/Web site  
**Address:** Local Government Institute  
1231 Farallone Avenue,  
Tacoma, WA 98466  
**Phone:** 253-565-6253  
**Fax:** 253-565-2575  
**Email:** [info@lgi.org](mailto:info@lgi.org)  
**URL:** [http://www.lgi.org/local\\_govt\\_institute.htm](http://www.lgi.org/local_govt_institute.htm)

### ***National Academy of Public Administration – Center for Improving Government Performance***

In September 1997, the *National Academy of Public Administration* formed the *Center for Improving Government Performance* and established a *Performance Consortium* to assist agencies in the successful implementation of the *Government Performance and Results Act (GPRA/Results Act)* and related performance-based management initiatives. This site is dedicated to support the activities of the *Academy*, the *Center*, the *Performance Consortium*, and all who are interested in advancing the cause of a more responsive, accountable government. The *Center* is dedicated to providing comprehensive and helpful services about the *GPRA* including cutting edge helpful practices and addressing most current issues.

**Resource Type:** Professional Association  
**Address:** The National Academy of Public Administration  
900 7th Street, N.W., Suite 600  
Washington, DC 20001

**Phone:** 202-347-3190  
**Fax:** 202-393-0993  
**URL:** [http://www.napawash.org/pc\\_government\\_performance/](http://www.napawash.org/pc_government_performance/)

### ***Performance-Based Management Special Interest Group***

From the Department of Energy, this site is dedicated to facilitating and promoting performance based management. Resources include GAO reports, government performance, performance based management handbook, on-line books, links, and more.

**Resource Type:** Web Site  
**URL:** <http://www.ora.gov/pbm>

### ***The Peter F. Drucker Foundation for Nonprofit Management***

*The Peter F. Drucker Foundation for Nonprofit Management* provides educational opportunities and resources. The Foundation furthers its mission to lead social sector organizations toward excellence in performance. The foundation offers conferences and video teleconferences, leadership resources and publications, the *Peter F. Drucker Award for Nonprofit Innovation*, and *Frances Hesselbein Community Innovation Fellowships*.

**Address:** The Peter F. Drucker Foundation for Nonprofit Management  
320 Park Ave 3<sup>rd</sup> Fl  
New York, NY 10022

**Phone:** 212-224-1174  
**Fax:** 212-224-2508  
**Email:** [info@pfd.org](mailto:info@pfd.org)  
**URL:** <http://www.pfd.org/about/press-releases/foundation-fact-sheet.html>

### ***Public Employees Roundtable***

The Public Employees Roundtable (PER) is a non-profit, non-partisan coalition of organizations representing nearly 600,000 public employees working together to: 1) Better inform citizens about the quality of people in government and the value of the services they provide; 2) Encourage excellence and esprit de corps within government; 3) Promote interest in public service careers.

**Resource Type:** Organization/Web Site  
**Address:** Public Employees Roundtable  
PO Box 75248  
Washington, DC 20013-5248  
**Phone:** 202.927.4926  
**Fax:** 202.927.4920  
**Email:** [info@theroundtable.org](mailto:info@theroundtable.org)  
**URL:** <http://www.theroundtable.org>

### ***The Public Sector Continuous Improvement Site***

The Public Sector Continuous Improvement Site aims to help public sector employees improve their organizations. We focus on the following methods of improvement: the Deming's management system, lean management thinking, systems thinking, customer focus, process improvement, innovation and leadership.

**Resource Type:** Web Site  
**URL:** <http://curiouscat.com/psci/>

### ***Rockefeller Institute***

The *Nelson A. Rockefeller Institute of Government* is the public policy research arm of the State *University of New York*. The Institute conducts public policy research on the role of state and local governments in American federalism, and the management and finances of states and localities in major areas of domestic public affairs. Many *Rockefeller Institute* research projects are conducted by networks of field researchers (state and local experts) located in different parts of the country. The Institute conducts a wide range of

projects to assist governments, government officials, and not-for-profit groups in New York State.

**Resource Type:** Research Institute  
**Address:** State University of New York  
411 State Street  
Albany, New York 12203  
**Phone:** 518-443-5522  
**Email:** [info@rockinst.org](mailto:info@rockinst.org)  
**URL:** [www.rockinst.org/](http://www.rockinst.org/)

### ***Senior Executive Service: Executive Core Qualifications***

The Executive Core Qualifications (ECQ's) define the competencies and characteristics needed to build a federal corporate culture that drives for results, serves customers, and builds successful teams and coalitions within and outside the organization. The Executive Core Qualifications are required for entry to the Senior Executive Service and are used by many departments and agencies in selection, performance management, and leadership development for management and executive positions.

**Resource Type:** Web Site  
**URL:** <http://www.opm.gov/SES/recruitment/ecq.asp>

### ***Strategic Planning (in nonprofit or for-profit organizations)***

Strategic planning from A to Z-this site provides a detailed, step-by-step, strategic planning guide from the free management library at *The Management Assistance Program for Nonprofits (MAP)*. This topic at the MAP library site provides an overview of many of the perspectives and approaches associated with strategic planning. The material includes guidelines for the reader to carry out planning according to the nature and needs of their organization. The site also includes numerous links to related topics.

**Resource Type:** Online Library Resources  
**URL:** [http://www.managementhelp.org/plan\\_dec/str\\_plan/str\\_plan.htm](http://www.managementhelp.org/plan_dec/str_plan/str_plan.htm)

## **Government Agency: Quality Web Sites**

### ***Department of Defense: Quality Management Office***

The purpose of this DoD site is to provide information on *Quality Management* policy, *Quality Points of Contact*, training opportunities, best practices, quality awards and reference to other sites dealing with quality management. The site contains a section on quality award programs, access to a QMO library search engine, and a list of DoD best practices and success stories.

**Resource Type:** Web Site  
**URL:** [www.quality.disa.mil/](http://www.quality.disa.mil/)

### ***Department of Energy's Strategic Planning***

Interested in a government agency's strategic planning process? This site provides a detailed description of strategic planning at the Department of Energy. Describes and integrates the Government Performance and Results Act into the strategic planning process.

**Resource Type:** Web Page/Online publication  
**URL:** <http://www.cfo.doe.gov/strategicplan/doestrategicplan.htm>

### ***Total Army Quality (TAQ): Leading Change***

Total Army Quality (TAQ), is the Army's integrated strategic management approach to achieving performance excellence. TAQ cultivates incremental and breakthrough improvement, innovation, continuous learning and change, and provides avenues to recognize those who strive for excellence. This website highlights Army successes in quality management and reinvention, provides access to DOD and Army policy, doctrine, and guidance that supports TAQ, and provides tools for organizational improvement.

**Resource Type:** Web Site  
**URL:** <http://www.hqda.army.mil/leadingchange/>

### ***The US Conference of Mayors***

The U.S. Conference of Mayors is the official nonpartisan organization of cities with populations of 30,000 or more. There are 1,139 such cities in the country today. Each city is represented in the Conference by its chief elected official, the mayor. The primary roles of the Conference of Mayors are to:

- Promote the development of effective national urban/suburban policy;
- Strengthen federal-city relationships;
- Ensure that federal policy meets urban needs;
- Provide mayors with leadership and management tools; and
- Create a forum in which mayors can share ideas and information.

The Conference holds its Winter Meeting each January in Washington, DC and an Annual Meeting each June in a different U.S. city. Additional meetings and events are held as directed by Conference leadership.

**Resource Type:** Federal Bipartisan Organization

**URL:** <http://usmayors.org/>

### ***US Chamber of Commerce***

The U.S. Chamber of Commerce is the world's largest not-for-profit business federation representing: 3,000,000 businesses, 3,000 state and local chambers, 830 business associations, 94 American Chambers of Commerce in 82 countries. The US Chamber of Commerce fights for business interests before governments and regulatory agencies, in the courts, and in the media.

Through the Chamber's network of 50,000 business activists and team of lobbyists, the organization lobbies decision-makers on key issues.

**Resource Type:** Non-profit Business Federation

**URL:** <http://www.uschamber.org/default.htm>

### **Books & Publications**

#### ***Balanced Measures for Strategic Planning: A Public Sector Handbook***

Based on the *NPR Best Practices Report on Balancing Measures* study, this book expands on practices and maps out how to use them to improve strategic planning.

**Resource Type:** Book

**Author:** Kathleen E. Monahan

**URL:** [www.amazon.com](http://www.amazon.com)

#### ***The Board Member's Guide to Strategic Planning: A Practical Approach to Strengthening Nonprofit Organizations (Jossey-Bass Nonprofit Sector Series)***

A compact guide for busy nonprofit board members by a veteran board member and sought-after consultant to nonprofits. Presenting illustrative examples and straightforward action steps, the book guides board members through each step of strategic planning, including planning meetings, using consultants and facilitators, and determining visions and values. 1997; ISBN: 078908258.

**Resource Type:** Book

**Author:** Howe Fisher

**URL:** <http://www.amazon.com>

#### ***Boards that Make a Difference: A New Design for Leadership in Nonprofit and Public Organizations, 2<sup>nd</sup> Edition***

A guide to leadership excellence: in this book the author presents his *Policy Governance* model, detailing a new approach to board job design, board-staff relationships, the chief executive role, performance monitoring, and virtually every aspect of the board relationship management.

**Resource Type:** Book

**Author:** John Carver

**URL:** [www.wiley.com](http://www.wiley.com)

### ***The Bureaucratic Entrepreneur: How to Be Effective in Any Unruly Organization***

Using a compass as his operating metaphor, the author provides clear, practical guidelines for setting goals and translating goals into results. The result is a useful book for Americans working in government at the local, state, and federal level, in unruly organizations of every sort, and for students of both public administration and business.

**Resource Type:** Book  
**Author:** Richard Haass  
**URL:** <http://www.amazon.com>

### ***Chairpersons Role as Servant Leader to the Board***

Carver made simple. John and Miriam Mayhew Carver, make the Policy Governance model understandable for the Chairperson in this short booklet. *Chairpersons Role As Servant Leader to the Board* is short enough (at 20+ pages) and simple enough for most board chairs to read on the way to meeting.

**Resource Type:** Book  
**Author:** John and Miriam Carver  
**URL:** <http://www.amazon.com>

### ***The Collaboration Challenge: How Nonprofits and Businesses Succeed through Strategic Alliances***

In this book, James E. Austin provides a practical framework for understanding how traditional philanthropic relationships can be transformed into powerful strategic alliances. He offers advice and lessons drawn from the experiences of numerous collaborations, including Timberland and City Year; Starbucks and CARE; Georgia-Pacific and The Nature Conservancy; MCI WorldCom and The National Geographic Society; Reebok and Amnesty International; and Hewlett-Packard and the National Science Resource Center. Learn how to develop and manage strategic alliances that are effective and mutually advantageous.

**Resource Type:** Book  
**Author:** James Austin  
**URL:** <http://www.josseybass.com>

### ***Creating High Performance Government Organizations***

Creating High-Performance Government Organizations presents practical advice and tools that managers and innovators at every level of government can use in molding their organizations into results-oriented, mission-driven operations. Developed by a top-notch author team under the auspices of *The Alliance for Redesigning Government*, these recommendations are rooted in the authors' years of experience in the public and private sectors, and thorough research into the theory and practice of organizational transformation. The more than three dozen cases presented here will help you understand what high-performance organizations are and develop a clearer understanding of the preconditions to major change, the steps essential to getting started, and ways to overcome common roadblocks along the way.

**Resource Type:** Book  
**Author:** Mark G. Popovich (Editor), David Osborne (Foreword by)  
**URL:** <http://www.josseybass.com>

### ***Creating Public Value: Strategic Planning in Government***

The Author presents fifteen years of research, observation, and teaching about what public-sector executives should do to improve the performance of public enterprises. Harvard University Press; ISBN 0674175581; 1997

**Resource Type:** Book  
**Author:** Mark H. Moore  
**Web site:** <http://www.amazon.com>

### ***Creating and Implementing Your Strategic Plan: A Workbook for Public and Nonprofit Organizations***

This book is a comprehensive guide full of charts, checklists, tips and tricks for the practitioner.

**Resource Type:** Book  
**Authors:** John Bryson, Farnum K. Alston  
**URL:** <http://www.amazon.com>

***The Effective Public Manager: Achieving Success in a Changing Government, 4th Edition***

Since it was first published more than a decade ago, *The Effective Public Manager* has become the standard manual for public administrators and students. This practical guide provides core concepts to help real-world managers and managers-to-be meet the demands of their jobs head on rather than work around the constraints of government and gives them the tools to shape events rather than be shaped by them.

**Resource Type:** Book  
**Author:** Steven Cohen, William Eimicke and Tanya Heikkila  
**URL:** <http://www.josseybass.com>

***Excellence in Nonprofit Leadership***

*Excellence in Nonprofit Leadership* provides insight, inspiration, and practical tools for nonprofit leaders who want to make a difference in their organizations and communities.

The facilitator's guide takes you through each of the twenty-minute modules contained on the video:

- *Lessons in Leadership*, featuring Peter F. Drucker, helps both board and staff explore leadership attributes and think about ways to strengthen leadership skills.
- *Identifying the Needs of Followers*, featuring Max De Pree and Michele Hunt, helps leaders--new and experienced--understand their relationships with followers and what their followers need to achieve top performance.
- *Leading Through Mission*, featuring Frances Hesselbein, reveals the importance of revisiting the organization's mission and offers insight on how to better manage for the mission.

**Resource Type:** Video, Facilitators Guide and Participant Workbook  
**Author:** Peter Drucker Foundation  
**URL:** <http://www.josseybass.com>

***Invisible Man Meets The Mummy Video Program, Government Version (VHS)***

The do's and don't's of internal and external customer service in government are described in this video program.

**Resource Type:** Video  
**URL:** <http://www.crmlearning.com>

***Leaders Who Make A Difference: Essential Strategies for Meeting the Nonprofit Challenge***

This book describes the six key roles that effective leaders must play--Visionary, Strategist, Change Agent, Coach, Politician, and Fundraiser -- and presents inspiring examples of how acting in these roles has been crucial to the success of large and small nonprofits across the nation. Discover proven lessons on strategy, team building, fundraising, board relations, and more.

**Resource Type:** Book  
**Author:** Burt Nanus and Stephen M. Bobbs  
**URL:** <http://www.josseybass.com>

***The Manager's Edge***

Guide for government managers; latest tools and techniques for managing in an entrepreneurial government. The book features a special companion web site tied to the book's main subject areas. The site includes background, supporting documents and links to more information about subjects covered by the volume. Government Executive, ISBN: 089234086X

**Resource Type:** Book  
**Author:** Anne Lurnet  
**URL:** <http://www.govexec.com/edge>

### ***Meeting the Collaboration Challenge: Developing Strategic Alliances Between Nonprofit and Business***

In his book, *The Collaboration Challenge*, James Austin of Harvard Business School demonstrated how nonprofits and businesses can work together to improve results. Now, in *Meeting the Collaboration Challenge*, the Drucker Foundation provides you with specific guidelines and engaging examples to help you put collaboration into practice for your nonprofit. Geared toward nonprofits of any size, this package includes a video that chronicles five successful collaborations and a workbook that, when used with either the video or Austin's book, will help you assess your organization's readiness for collaboration; identify what your nonprofit has to offer to private sector organizations; begin to identify organizations you might partner with; and take the first steps toward successful collaboration.

**Resource Type:** Book, Video, Workbook  
**Author:** Peter Drucker Foundation  
**URL:** <http://www.josseybass.com>

### ***The Other Side of the Window Video Program - (Government Series)***

This video illustrates how bureaucratic systems and procedures, can get in the way of providing the level of service and respect the public requires.

**Resource Type:** Video  
**URL:** <http://www.crmlearning.com>

### ***Process Analysis Workbook for Government: How to Achieve More with Less***

Use the proven tools and techniques found in this book to improve customer satisfaction and maximize the use of resources that presently exist in your organization. Author Gerard Bruno reveals how you can improve quality in your federal, state, local, or service organization by eliminating waste from existing work flows. The techniques detailed in this user friendly workbook yield real, timely, and motivating results.

**Resource Type:** Book  
**Author:** Bruno, Gerard  
**URL:** <http://qualitypress.asq.org/perl/catalog.cgi?item=H0814>

### ***Public Employee Compensation and Its Role in Public Sector Strategic Management***

In this book the author emphasizes the role of compensation system design and decision making in the strategic management of public organizations, including issues of performance improvement. His book begins and ends with consideration of the environment of public organizations, changes in conditions of public employment, and implications for compensation policy and technology. The research literature on pay practices, system design, and evaluation is reviewed. Possible alternatives and generalizations for different pay objectives are suggested in terms of emerging futures.

**Resource Type:** Book  
**Author:** Gilbert B. Siegel  
**URL:** <http://www.amazon.com>

### ***Quality Management for Government: A Guide to Federal, State, and Local Implementation***

The principles and methods for implementing a total quality management (TQM) system in all levels of government are introduced in this best-selling book. Topics range from complete overviews of TQM, quality awards, and award criteria to quality leadership in government, implementation, and tools and techniques.

**Resource Type:** Book  
**Author:** Hunt, V. Daniel  
**URL:** <http://qualitypress.asq.org/perl/catalog.cgi?item=H0788>

### ***Raising the Standard: Benchmarking for Better Government***

The paper concerns benchmarking - the practical skills and tools for essential tasks of comparing your performance with current best practice. The paper illustrates best practice in Commonwealth, State, and local government benchmarking. It is a self help guide that documents APS networks and illustrates problems and

solutions through the use of case studies. This publication was prepared for the British Commonwealth in 1996, but contains information that is still of value for anyone interested in benchmarking in the public sector.

**Resource Type:** Online Publication

**URL:** <http://www.apsc.gov.au/mab/benchmarking.htm>

### ***Strategic Planning for Nonprofit Organizations: A Practical Guide and Workbook***

This book shows you how to create and implement an effective strategic plan using a simple, seven-phase process that covers everything from defining your mission and setting your course to initiating, monitoring, and streamlining your plan. It comes with a sample case study that demonstrates strategic planning in action from start to finish.

**Resource Type:** Book

**Authors:** Michael Allison, and Judy Kaye

**URL:** <http://www.amazon.com>

### ***Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement***

Considered a standard in the field, this book combines information on leadership, strategic planning, and tools that can help leaders and followers enhance organizational achievement.

**Resource Type:** Book

**Author:** John M. Bryson

**Web site:** <http://www.amazon.com>

### ***Strategic Planning in Smaller Nonprofit Organizations: A Practical Guide for the Process***

From the *Nonprofit Leadership and Administration Faculty of Western Michigan University*, a short guide designed to help board members and the staff of smaller, nonprofit organizations develop strategic plans that can help them strengthen and sustain their organization's achievements.

**Resource Type:** Article/Guide

**URL:** <http://www.wmich.edu/nonprofit/Guide/guide7.htm>

### ***Strategic Planning Workbook for Nonprofit Organizations***

The revised and updated version of this classic workbook offers practical guidance through five planning steps. Reproducible worksheets help you develop the plan, involve others in the process, and measure results. Four planning methods show how to tailor the process to fit your organization's needs.

**Resource Type:** Book

**Author:** Bryan W. Barry

**URL:** <http://www.amazon.com>

## **Journals, Magazines & Newsletters**

### ***Governing.com***

*Governing* is a monthly magazine whose primary audience is state and local government officials: governors, legislators, mayors, city managers, council members and other elected, appointed and career officials. They are the men and women who set policy for and manage the day-to-day operations of cities, counties and states, as well as such governmental bodies as school boards and special districts. The magazine has a circulation of about 86,000. Besides public officials, its readers include journalists, academics, companies that provide products and services for government, and involved citizens with an interest in the governments closest to them.

**Resource Type:** Online Magazine

**URL:** <http://www.governing.com>

### ***GovExec.com***

*GovExec.com* is government's business news daily and a Web site for federal managers and executives.

*Government Executive* in its print incarnation is a monthly business magazine serving senior executives and

managers in the federal government's departments and agencies. Subscribers are high-ranking civilian and military officials who are responsible for defending the nation and carrying out the many laws that define the government's role in the economy and society. *Government Executive's* essential editorial mission is to cover the business of the federal government and its huge departments and agencies.

**Resource Type:** Online Magazine  
**URL:** <http://www.govexec.com/>

### ***InfoWorld.Lead With Knowledge***

*InfoWorld* provides in-depth technical analysis on key products, solutions, and technologies for sound buying decisions and business gain. InfoWorld.com is the place to turn for the latest breaking news and in-depth coverage of the issues, trends, and products that run your enterprise. InfoWorld.com also features interactive discussion forums, trusted industry columnists, and incisive product test results and reviews backed by the renowned *InfoWorld Test Center*. *InfoWorld* publishes a Federal section with articles and information pertaining to government.

**Resource Type:** Online Magazine  
**URL:** <http://www.infoworld.com>

## **Online Library**

### ***Database of Publications, Periodicals, and Operating Manuals***

This site is a publication database from the Office of Personnel Management. From here, you will be able to search a list of current publications, periodicals, and operating manuals, along with information about CD-ROMs and videotapes that have been produced by this agency.

**Resource Type:** OPM Resource Database  
**Email:** [www.theroundtable.org](http://www.theroundtable.org)  
**URL:** <http://apps.opm.gov/publications/index.htm>

### ***Fedworld.gov***

The FedWorld.gov web site serves as a gateway to government information. This site is managed by the *National Technical Information Service (NTIS)* as part of its information management mandate. In 1992, *FedWorld* was established by *NTIS*, an agency of the *US Department of Commerce*, to serve as the online locator service for a comprehensive inventory of information disseminated by the Federal Government. This service assisted agencies and the public in electronically locating Federal Government information.

**Resource Type:** Government Organization/Web Site  
**Address:** National Technical Information Service  
5285 Port Royal Road  
Springfield, Virginia 22161  
**Phone:** 703-605-6000  
**Email:** [FedWorld@NTIS](mailto:FedWorld@NTIS)  
**URL:** <http://www.fedworld.gov>

## **Training**

### ***Leadership Development Academy (LDA)***

Focused on developing current and future federal executives, managers and leaders, the *Leadership Development Academy (LDA)* strengthens both individual and organizational performance. *LDA* offers long-term (six months to one year) career development programs for individuals at various government levels. The Academy's programs provide a broad range of executive, managerial and leadership training, plus continuing opportunities for professional development.

**Resource Type:** Leadership Academy  
**Address:** Leadership Development Academy  
Graduate School, USDA

600 Maryland Avenue, SW, Suite 330  
Washington, DC 20024-2520

**Phone:** 202-314-3580  
**Fax:** 202-479-6812/6813  
**Website:** <http://www.forwardjanesville.com/fwdjvl/LDA/LDA.htm>  
**E-mail:** [lda@grad.usda.gov](mailto:lda@grad.usda.gov)

### ***Executive Leadership Program for Mid-level Employees***

Offered by the Department of Agriculture's Graduate School, the Executive Leadership program is a one year commitment that provides leadership training and a broad range of individually tailored development opportunities for Federal Employees. Participants from the *Employment and Training Administration* are nominated each year and expenses are covered by ETA and the nominating office.

**Resource Type:** Graduate School Leadership Program  
**Address:** Leadership Development Academy  
Graduate School, USDA  
600 Maryland Avenue, SW, Suite 330  
Washington, DC 20024-2520  
**Phone:** 202-314-3580  
**Fax:** 202-479-6812/6813  
**E-mail:** [lda@grad.usda.gov](mailto:lda@grad.usda.gov)

### ***Executive Leadership in a Changing Environment: A Program for SES Managers and SES Candidates***

Brookings hallmark program for senior government executives. In this one week program the primary emphasis is on fine tuning participant's leadership competencies of "leading people" and "leading change" within the context of a strong democratic public service. Benefits of the program include learning new methods for organizational improvement, fostering appreciation for the role of public managers in creating a strong democracy, expanding leadership capacity in the areas of political savvy and external awareness, and gaining a broader understanding of the constitutional framework in which public administrators must gain results.

**Resource Type:** Executive Training Program  
**Address:** Charlottesville, VA  
**Contact:** Angelo Bouselli  
**Email:** [abouselli@brookings.edu](mailto:abouselli@brookings.edu)  
**URL:** <http://www.brookings.edu/execed/programs/execleadership.aspx>

### ***Human Resource Development Institute***

A human resource training organization from the New Jersey Department of Personnel.

The Human Resource Development Institute (HRDI) was created in 1991 as the result of a Management Review Commission's Statewide Training Issues recommendation.

Today, staffed by many fewer government employees and augmented by professional consultants and private sector vendors, HRDI delivers high quality, comprehensive training for all segments and levels of government organizations. HRDI knows government from both a statutory and regulatory viewpoint. We are in the unique position of being able to provide government employees with training most relevant to their jobs...and usually at significant savings on tuition. HRDI uses the State's tremendous bargaining power to negotiate the best prices for training.

**Resource Type:** Government Training Organization  
**Address:** New Jersey Department of Personnel  
44 South Clinton Ave.  
Trenton, NJ 08625  
**URL:** <http://www.hrdi.org/hrdi/>

### **Consultants**

### ***Government Institute/ABS Consulting***

Government Institutes provides continuing education and information to help federal organizations meet the challenges of new regulations, international standards, and technologies. Other GI services include print, electronic and online versions of books and references, to include all of the US Code of Regulations (CFR). Website offers access to a publications catalogue and an online bookstore. Training and professional certification classes include ISO 9000 quality management systems, risk analysis, and OSHA compliance. Online courses are available.

**Resource Type:** Government Consultants and Education Resource

**Address:** ABS Consulting, Government Institutes Division  
4 Research Plaza, Rockville, MD 20850

**Phone:** 301-921-2300

**Fax:** 301-921-0373

**URL:** <http://www.govinst.com>