

**NEW ESSENTIALS: A NETWORKING PROGRAM  
FOR NEW PROFESSIONALS ENTERING NEW YORK PUBLIC SERVICE**

**SPONSORED BY  
THE NEW YORK STATE ACADEMY FOR PUBLIC ADMINISTRATION (SAPA)**

The New York State Academy for Public Administration (SAPA) was formed in 1974 to harness the energy and expertise of its senior academic and practitioner Fellows who are dedicated to continual improvement of and a career in public service. In 2018 SAPA voted to expand its membership to bring New Professionals together with midcareer and senior administrators in New York's state and local governments.

As part of this expansion, SAPA has inaugurated *New Essentials* – a program providing New Professionals an opportunity to learn more about relevant issues of state public administration and to network with one another and with midcareer and senior public administrators in New York State.

**Eligibility:** New Professionals eligible to participate in *Essentials* include:

- Individuals *seeking* a managerial position with state or local government in NYS
- Individuals *recently hired* in a managerial position with state/local government in NYS
- Individuals *newly promoted* to a managerial position with state/local government in NYS

We also have invited midcareer and senior SAPA members to attend these events to network with and mentor the promising New Professionals who participate in this program.

**Program Goals:** Six times a year New Professionals and SAPA Fellows will meet in a state building in Albany and then reconvene at a restaurant-bar for a two-part evening beginning at 5:30 PM. During the first part, for one hour, participants will learn from and interact with a senior practitioner or panelists who will speak on a topic that relates to a larger issue or theme of direct practical relevance to state and local public service today (see topic list below). During the second part of the session, participants will have the opportunity to discuss the evening's topic and network informally with one another and mentors over food and beverage. The larger goal of the program is to provide New Professionals a sense that they belong to a larger public administration community and a culture of people dedicated to public service in New York. The program also will afford the opportunity for them to form lasting professional relationships with others members of the public administration community.

Those who successfully complete the program will receive a certification of completion and become eligible to join SAPA.

**Presentation and Discussion Topics:**

Our presentations will explore a broad range of topics that encourage participants to look up and see the forest but feature speakers who are thoughtful practitioners who can bring these topics down to earth.

**All dates listed below are tentative.**

- 1. Two Cultures of Administration. November 7, 2018.** Every agency has two mind sets that can multiply or divide any team effort. On one hand, there is the institutional orientation, typically represented by line managers, budget officers, HR, and the legal/contract/counsel's office who try to maintain institutional interests, enforce the rules, and keep the agency's mission on task, in budget and on schedule. On the other hand is the program orientation peopled by the scientists, experts, program staff who may be less concerned about the rules and more concerned about "getting the job done" and achieving their program's goals. When institutionalists are perceived as "can't do" people, or when program specialists feel honor-bound to skirt the rules, the agency's mission may suffer as does agency morale. How can institutionalists and program specialists in your agency overcome differences to move the agency's missions forward? Paul Shatsoff, former Director of Administration Governor's Office of Employee Relations, and former Adjunct Professor, Rockefeller College (University of Albany); and Stephen Schechter, Professor, Russell Sage College, who has worked for or served on various federal, state, and local commissions.
- 2. Politics and the Permanent Bureaucracy. December 4 or 5.** Much has been made of the tension between the needs of elected officials and their appointees and the policies that have been put into place by civil servants in the permanent bureaucracy or what is disparagingly referred to as the so-called "Deep State." How should agencies reconcile the needs of these two constituencies? David S. Liebschutz, Public Service Professor, Rockefeller College (University at Albany) and a proud member of the bureaucracy at federal, state and local levels.
- 3. Working for the Hollow State. February 5 or 6, 2019.** Can public administration be deep and hollow at the same time? The hollow state here refers to two major trends of public service -- a dwindling state government workforce and an increased range of outside nongovernmental and intergovernmental partners. What do these trends mean for you in carrying out your responsibilities, in who you work with, and how you succeed interacting with these outside entities who often-times are inside state agencies? Presenter: Richard Rose, retired, Director, Bureau of Proprietary School Supervision, Adult, Career, and Continuing Education Services, NYS Education Department; currently Professor of Educational Leadership, Russell Sage College.
- 4. The Ethical Administrator. March 5 or 6.** Public service is a noble profession, but how easy is it to do the right thing? For example, what should you do if you think your supervisor or a co-worker is engaged in active unethical behavior, or a co-worker is spending hours a day on personal business? What are the benchmarks of ethical behavior and how do you deal with unethical behavior in the workplace? In this session, our presenter will engage participants in the topic and its hypotheticals. Presenter: Sorelle Brauth, former Director of Administration, NYS Department of Public Service.

5. **Less is More. April 2 or 3.** Bureaucracy can suffer from information overload. Tasks require paperwork, programs require evaluation, actions generate reports, decisions necessitate research. This session provides valuable pointers on how to distill masses of raw information into their condensed essentials and report those essentials concisely. A much-prized skill is the brief decision memo, report, or presentation that practices courageous deletion without blindsiding the recipient. Behind this skill is good judgment as well as good writing when all those lessons learned about critical thinking and problem solving are put to the test. Presenter: Raquel Gonzalez, Deputy Commissioner for Administration, NYS Department of Agriculture and Markets.
  
6. **Embracing Diversity. May 8.** Workplace diversity as used here refers to demographic diversity, cultural or attitudinal diversity, and inter-generational diversity. Workplace diversity refers to differences not only among co-workers but between those in the state labor force and the nongovernmental partners they interact with, and the clients they serve. What are alternative ways to maximize workplace diversity instead of simply “dealing with it”? Presenter to be determined.

**To accept your nomination or for more information, contact: Stephen Schechter, SAPA Program Chair at [schecs@sage.edu](mailto:schecs@sage.edu).**

*October 1, 2018*