

THE ADMINISTRATOR

A PUBLICATION OF THE N.C. CITY & COUNTY MANAGEMENT ASSOCIATION

Happy holidays
from NCCCMA!

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WINTER SEMINAR: SESSIONS FOR EVERYONE

The 2015 N.C. City & County Management Association (NCCCMA) Winter Seminar will be held February 4-6, 2015, at the Sheraton Imperial in Research Triangle Park/Durham County. Attendees can go ahead and register for this great event, simply by going to the Association's website (www.ncmanagers.org .)

There's a very good chance attendees will find something of value in the cadre of concurrent sessions that are being offered at this

year's seminar. Here are a list of the concurrent session topics:

- Speed Coaching for MPA Students
- Cyber-Security: What Local Governments Need to Know
- Management Approaches for Energy Efficiency: Reducing Operational Cost
- Local Government and the CSI Effect: Forensic Analysis and What You Need to Know
- Managing Capital Investments during the Great Recession: The Myth

of Elimination

- The New Pension Reporting Standards-How It Will Impact Your Government?
- The First Few Years
- Public Enterprises: Critical Management Tool or Source of All Things Controversial-You Decide!
- Next Generation 911 and 911 Funding
- Shale Gas 101: Natural Gas Exploration/Development a North Carolina Perspective
- NCLM Strategic Plan Update
- By the People, For the People: Local Government 101 for Citizens

DIRECTORS NOMINATIONS WANTED

The N.C. City & County Management Association Nominating Committee must present a slate of candidates for consideration to the board to the membership at the winter conference, which will be held February 4-6, 2015, at the Sheraton Imperial in Research Triangle Park/Durham County (see above). The committee will present its slate of officers to the membership during the opening session and again during the business meeting. The vote will occur during the business meeting, with the successful candidates to

be sworn in at the business meeting of the summer conference, which will be held June 18-20, 2015, at the Hilton Riverside in Wilmington.

The Nominating Committee is comprised of Immediate Past President Lee Worsley, Durham County deputy manager; and Past Presidents Brian Hiatt, Concord city manager; and Harry Jones, Life Member.

The committee is looking to recommend three directors to serve a two-year term

expiring in June 2017. The nominees should represent two municipalities and one county. The committee is also looking for someone to fill the slot of Secretary/Treasurer (a **municipal** member). Please submit the names to the nominating committee members.

Lee Worsley can be reached at lworsley@dconc.gov, Brian Hiatt can be reached at hiattb@concordnc.gov and Harry Jones can be reached at hj@windstream.net .

THE ADMINISTRATOR

The Administrator is a monthly newsletter of the North Carolina City and County Management Association, a professional association for city and county managers and assistant managers from counties and municipalities throughout the state of North Carolina.

For comments or suggestions, please contact Matt Lail, editor, at 919-819-3979, or email at collards12@yahoo.com.

UPCOMING EVENTS

2015 NCCCMA Winter Seminar

Sheraton RTP

February 4-6, 2015

2015 NCCCMA Summer Seminar

Wilmington Riverside

June 18-20, 2015

REMINDER: 2014 MUNICIPAL YEARBOOK AVAILABLE

The International City/County Management Association (ICMA) is pleased to announce the publishing of the 2014 edition of *The Municipal Yearbook*.

The Municipal Yearbook is available to ICMA members for \$120 (\$156 for non-members).

The Municipal Year Book 2014 celebrates ICMA's 100th anniversary with articles on the legacy of local government professionalism, 100 years of tackling social policy issues, the relevance of "reinventing government" today, ICMA's evolution as an international organization, the role of civic engagement and performance measurement in advancing sustainable communities, the requisites for spreading innovative ideas, the state of the profession, the role of intermunicipal cooperation in alternative service delivery, CAO salaries and compensation, and salaries and expenditures for police and fire personnel. Finally, it provides eight short directories and a directory of professional, special assistance, and educational organizations serving local governments.

The Municipal Year Book 2014 is the authoritative source book for local government data and developments, combining analysis and survey-based research, and highlighting the best practices of local government. Contributing authors and editors represent local, state, and federal government agencies; universities; public interest groups; and ICMA staff. The 2014 edition represents thousands of hours of research and expert interpretations of survey data from ICMA, all packed into a single comprehensive resource.

The Municipal Year Book has long been the only resource that provides important and timely analysis on current local government issues, survey-based research, and leading practices in local government.

Go to www.icma.org to purchase *The Municipal Yearbook* today.

ETHICS: RESPONDING TO AN ETHICAL CRISIS

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For anyone who follows the news to even a modest degree, it is difficult to go a single day without reading or hearing about a report regarding someone caught in an ethical crisis. Invariably, the media will ask anyone even remotely associated with the reported ethical breach three questions. How individuals respond to these questions will often determine how the unfolding ethical problem will affect them.

People are oftentimes seriously challenged in responding to these questions because they can be extremely uncomfortable to answer. With more careful reflection in advance, it is likely that the questions will be much easier to answer.

Keep in mind the questions won't only come from the media. While you should anticipate these questions from the press, also be prepared to respond to the same questions from employers, employees, community members, legal authorities, regulators, neighbors, and others.

The best way to feel confident that you will be able to answer these questions appropriately is to ask yourself the questions first—when you are deciding how to respond to an ethical challenge/dilemma. These questions are:

What did you know?

When did you know it?

What did you do about it?

What Did You Know?

Whenever an ethical breach is disclosed, the immediate question is, "Who knew about it?" It may be obvious who is/are the central figure(s) in the ethical crisis, but the media and others are going to be interested in who else was involved to any degree.

In particular, organizational members, especially organizational leaders, will be asked about their knowledge of the alleged conduct. Whether fair or not, as soon as you become aware of a real or potential ethical breach, you become part of the issue and certain obligations are created. Organizational leaders, particularly the leaders of public organizations, are expected to act once they become aware of an ethical challenge.

And, even if you can confidently answer that you

did not know of the ethical breach, you may then be asked, why didn't you know? In particular, leaders will be scrutinized by whether it would be reasonable to expect that with "due diligence" they would have known.

When Did You Know It?

As soon as you are made aware of even the possibility of an ethical breach, the "clock" starts ticking. How quickly you address, and in many cases disclose, the occurrence of the breach or possible breach is critical to how your conduct will be judged.

It is common for persons in authority to be judged as having responded too slowly to an ethical breach. This can be portrayed as the leader minimizing the importance of the issue, being ineffectual in responding, or worst of all, being part of a cover-up.

If the ethical issue becomes public prior to you disclosing your knowledge of the issue to appropriate parties, regardless of your intent to eventually disclose, many will conclude you were never going to address it and take action. This can be an extremely challenging issue since we are appropriately hesitant to accuse someone of an ethical breach prior to having adequate information

Continued on page 4

ETHICS, CONTINUED FROM PAGE 3

or confirmation.

In some cases, it is appropriate to disclose the possibility of the breach to a limited audience (e.g., council/governing board, attorneys, appropriate investigative bodies) without making a public disclosure while additional information is being gathered. When and to whom the information is disclosed, however, is a critical factor.

What Did You Do About It?

And, of course, once you get beyond what you knew and when you knew it, you will be asked what actions you took in response to your knowledge. Did you overreact? Did you minimize the conduct? Did you do anything at all?

Action(s) you take will be viewed as your determination of the seriousness of the

conduct. Modest discipline may be viewed as not understanding and appreciating the seriousness of the conduct.

Your own sense of right and wrong can be challenged by judgments regarding the actions that you take. Taking strong action can be viewed by some as appropriate, while others may view your approach as unfair and as an overreaction.

It is critical to carefully reflect on the obligations you have to all your constituencies when considering the appropriate action to take. For those of us doing work in public view, we should not be naive in regard to how our decisions will be judged by a wide array of audiences. We should never take comfort in the belief that our actions will remain sheltered from public view—they seldom will.

Often, otherwise honest and ethical organizational members and leaders become entangled in the unethical conduct of others. This can be the result of not taking the right action at the right time in response to the conduct of others.

There are reasons this occurs, including fear and uncertainty. One way to help avoid becoming the collateral damage of an ethical crisis is to ask yourself the three critical questions before someone else does.

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DO WE HAVE YOUR PHOTO?

	Watts, Sr. Dudley	County Manager	Forsyth County	Active Member
	Weaver, Patricia M.	(Former Assistant County Manager)	None	Life Member
	Webb, Barry	City Manager	Belmont	Active Member
	Weichel, Korena L.	Assistant City Manager/HR Director	Creedmoor	Active Member
	Welch, Brian L.	Town Manager	Mint Hill	Active Member

Got an updated mug shot

that you're ready to show off? Be sure to submit any new photos of yourself to be added to or updated on the NCCCMMA website directory at www.ncmanagers.org.

Go to the Directory section of the website and see if your photo is up. If not, send it to collards12@yahoo.com. Photos will also be taken at the 2015 NCCCMMA Winter Seminar on Thursday, Feb. 5 from 9 a.m. – noon.