

THE ADMINISTRATOR

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

FEBRUARY 2013, ISSUE 2

ICMA ANNUAL AWARDS NOMINATIONS NOW BEING ACCEPTED

Each year, through its Annual Awards Program, the International City/County Management Association (ICMA) recognizes outstanding contributions to the local government management profession. This is a great opportunity for colleagues and local governments in your state to receive recognition. Annual

Awards are conferred in the areas of Professional Awards and Program Excellence Awards.

Professional Awards categories include:

- career excellence
- career development
- excellence in leadership as an assistant
- academic contributions to the profession

Program Excellence Awards recognize outstanding local government programs in the areas of:

- community health and safety
- community partnerships
- community sustainability
- strategic leadership and governance

Continued on page 5

COUNTY MANAGERS CAN GET BACK, GIVE BACK

By Jason King

NCACC Associate Director of Education

When Hertford County Commissioner Howard Hunter III was sworn in as President of the North Carolina Association of County Commissioners in August 2012, he announced a Mentoring Initiative that not only took into account mentoring relationships between county commissioners, but also between current county managers and the next

generation of professional county managers.

A new NCACC initiative developed to help infuse North Carolina county governments with that next generation will launch as a pilot program for 2013-14. The NCACC County Management Fellowship Program seeks to place a handful of recent Master of Public Administration (MPA) program graduates who have interest in North Carolina county management careers into full-

time, one-year fellowships.

The program is modeled after the Local Government Management Fellowship administered by the International City-County Management Association, which is partnering with the NCACC on the County Management Fellowship Program. ICMA will provide the NCACC with a small pool of pre-screened applicants from its fellowship program,

Continued on page 4

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

N.C. City & County Management Association Summer Seminar

Craven Convention Center,
New Bern
June 20-22, 2013

99th ICMA Annual Conference

Boston
September 22-25, 2013

2014 N.C. City & County Management Association Winter Seminar

Sheraton Research Triangle Park
February 5-7, 2014

HONORS BESTOWED AT SEMINAR

The 2013 NCCCMA Winter Seminar, which was held Feb. 6-8 at the Sheraton Imperial, Research Triangle Park (Durham), once again offered attendees the chance to reflect on the profession of local government management – both in its current state and for the future.

Nine young people were recognized as scholarship winners from the state's public universities with Master's of Public Administration programs. Recognized this year were:

- **Taylor Gupton**, Appalachian State University (Matt W. Williamson Scholarship)
- **Ashlee Athis**, East Carolina University (Donald B. Hayman Scholarship)
- **Jason Lloyd**, N.C. Central University (Gordon Whitaker Scholarship)
- **Syeda Shah**, N.C. State University (John "Jack" Vogt Scholarship)
- **Timothy Reavis**, UNC-Chapel Hill (John Milton Gold Scholarship)
- **Michael Boger**, UNC Charlotte (Albert & Gladys Coates Scholarship)
- **Evan Cates**, UNC-Greensboro (Marvin Hoffman Scholarship)
- **James Dixon**, UNC-Wilmington (NCCCMA MPA Scholarship)
- **Andrew Bowen**, Western Carolina University (Jake Wicker Scholarship)

In addition, the following

folks were honored as NCCCMA Life Members (with most recent position shown):

- **Joel Brower**, Town Manager, Siler City
- **Lee Galloway**, Town Manager, Waynesville
- **John Gray**, City Manager, Lexington
- **Gwen Harvey**, Assistant County Manager, Orange County
- **Robert Hites Jr.**, City Manager, Statesville
- **Wayne Moore**, Assistant County Manager, Nash County
- **Jim Perry**, Executive Director, Lumber River Council of Governments
- **Charles Summey**, Town Manager, Forest City
- **Robert Wilson**, City Manager, Mebane
- **Ken Windley**, County Manager, Robeson County
- **Cecil Wood**, County Manager, Wilkes County

Finally, longtime NCCCMA Secretariat **Charles Archer** was recognized with Honorary Membership in the association. Archer, a former county manager and chief operating officer of the N.C. League of Municipalities, retired at the end of 2012.

Congratulations to all of these worthy individuals.

ETHICS: VALUES FOR THE NEXT CENTURY

Reprinted with permission from Public Management (PM) magazine, published by ICMA, the premier local governmental management organization, Washington, D.C. Contact the ICMA Ethics Center at 202.962.3521 or visit ICMA.org/ethics.

As ICMA approaches its 100th anniversary in 2014, the local government management profession will celebrate its legacy of public service: vibrant towns, cities, and counties built around the world by ambitious and innovative leaders. Fundamental to the success of those countless individuals was their commitment to a core set of ethical principles.

First adopted in 1924, the ICMA Code of Ethics outlined the values that are foundational for the profession. A commitment to democracy, equity, integrity, transparency, political neutrality, and fairness continue to define the profession today.

In crafting the Code, the founding leaders had the foresight and wisdom to recognize that a true profession is more than a body of knowledge implemented by experienced practitioners. A true profession is anchored in and guided by a set of commonly held core principles. Those principles not only guide the individual's conduct but create a set of expectations and a bond among individuals and the community they serve.

Taking that first step to create a core set of principles so

early in its infancy was fundamental to the success of the local government management profession. Today, those core principles are taught in public administration and public policy programs, reflected in local government management practices, and enforced in a peer-review process governed by ICMA.

The Values

Keeping the profession's ethical standards relevant to the work that managers do is crucial. Over the past 85 years, the tenets of the ICMA Code of Ethics have been revised seven times to make it relevant to the conditions of the day and to strengthen principles that perhaps were losing meaning and visibility to the profession. The last revision occurred in 1998 when the membership sought to emphasize the importance of political neutrality to the profession by approving a re-ordering of the tenet's statements.

As the local government management profession approaches its second century, the time has come to initiate a review of the ICMA Code of Ethics—the principles outlined in the tenets of the Code as well as the guidelines that serve to direct their practical implementation. ICMA's Committee on Professional Conduct, the standing Executive Board committee responsible for enforcing the Code of Ethics, is developing the framework for such a review.

What Values Matter Most to You?

As the framework for engaging the profession in the

formal review rolls out, take time to reexamine the 12 tenets of the ICMA Code of Ethics.

Tenet 1: Be dedicated to the concepts of effective and democratic local government by responsible elected officials and believe that professional general management is essential to the achievement of this objective.

Tenet 2: Affirm the dignity and worth of the services rendered by government and maintain a constructive, creative, and practical attitude toward local government affairs and a deep sense of social responsibility as a trusted public servant.

Tenet 3: Be dedicated to the highest ideals of honor and integrity in all public and personal relationships in order that the member may merit the respect and confidence of the elected officials, of other officials and employees, and of the public.

Tenet 4: Recognize that the chief function of local government at all times is to serve the best interests of all people.

Tenet 5: Submit policy proposals to elected officials; provide them with facts and advice on matters of policy as a basis for making decisions and setting community goals; and uphold and implement local government policies adopted by elected officials.

Tenet 6: Recognize that elected representatives of the people are entitled to the credit for the establishment of local

Continued on page 5

COUNTY MANAGERS GIVE BACK, CONTINUED FROM PAGE 1

ensuring high-quality talent for participating counties.

Counties that commit to providing meaningful, career-building opportunities via the fellowships will receive NCACC assistance with salary and other potential incentives (handled on a negotiated, individual basis).

NCACC Executive Director David F. Thompson says North Carolina's county management profession has not been immune to the staff succession problems associated with the retirement of the baby boomer generation. Overall, there has been a decline in the number of young professionals pursuing careers in the public sector.

"During the research phase of this program, we were surprised to learn from a large number of MPA candidates that they were not considering a career in county government management – or did not even know that meaningful career opportunities existed," said Thompson, a former manager in Hertford, Stanly, Henderson and Durham counties.

"There are a lot of seasoned county managers in this state who have dedicated their

careers to public service. This program gives them the opportunity to share their knowledge and experience in a mentoring relationship with a promising young professional. At the same time, those county managers are getting quality help with some salary assistance from the Association. It's a win-win for all those involved."

Participants in the 2013-14 pilot program will help the NCACC understand and work through any needed areas of improvement prior to the official program roll-out in mid-2014.

Any interested county will need to show a commitment to providing a rewarding career experience for the Fellow in the application process by indicating potential projects, activities and responsibilities for the Fellow. A Memorandum of Understanding and host application that provides a detailed work plan are required.

Fellows enjoy a network of mentoring and support through the relationship with the county manager and county employees, as well as a cohort experience with other NCACC fellows and ICMA fellows based in North Carolina. NCACC and ICMA

fellows will be invited to participate in statewide and regional Association events, such as the Annual Conference, County Assembly Day and district meetings, to receive a larger networking experience as well as exposure to state government. The Association will also fund each of its fellows' North Carolina City & County Management Association (NCCCMA) membership dues and seminar registration fees for the year.

The NCACC requires a minimum \$35,000 salary and recommends employment benefits, and recommends an employment year that follows the fiscal year.

A UNC-Chapel Hill MPA graduate, Sana Khan, developed the research and implementation plan for the program during an internship with the Association. The NCACC Board of Directors approved the program in June 2012.

For more information, visit www.ncacc.org/index.aspx?nid=304 or contact Associate Director of Education Jason King at (919) 715-0045 or jason.king@ncacc.org.

ETHICS, CONTINUED FROM PAGE 2

government policies; responsibility for policy execution rests with the members.

Tenet 7: Refrain from all political activities which undermine public confidence in professional administrators. Refrain from participation in the election of the members of the employing legislative body.

Tenet 8: Make it a duty continually to improve the member's professional ability and to develop the competence of associates in the use of management techniques.

Tenet 9: Keep the community informed on local government affairs; encourage communication between the citizens and all local government officers; emphasize friendly and

courteous service to the public; and seek to improve the quality and image of public service.

Tenet 10: Resist any encroachment on professional responsibilities, believing the member should be free to carry out official policies without interference, and handle each problem without discrimination on the basis of principle and justice.

Tenet 11: Handle all matters of personnel on the basis of merit so that fairness and impartiality govern a member's decisions, pertaining to appointments, pay adjustments, promotions, and discipline.

Tenet 12: Seek no favor; believe that personal aggrandizement or profit secured by confidential

information or by misuse of public time is dishonest.

After reading the tenets, consider these questions: Which values outlined in the Code matter most to you? Do the tenets as written accurately reflect the profession's commitment to ethics? Is some principle or value understated? Is some principle or value missing? Lastly, how would we know?

Feel free to share your thoughts with ICMA by sending comments to me at mperego@icma.org.

Martha Perego

ICMA Ethics Director

Washington, D.C.

mperego@icma.org

ICMA AWARDS, CONTINUED FROM PAGE 1

As a leader in your state we ask that you consider which of your colleagues have made a significant difference in their community or to the profession of local government. Do you know of a colleague in your state who has implemented an innovative program that addressed a critical community need, improved quality of life for residents, or saved the local government valuable resources? If so, please encourage the individual or local community to

apply for an ICMA Annual Award now! If you are so inclined, feel free to make the nomination on behalf of your colleague as an individual or state association.

Nominations for the 2013 Annual Awards are closing soon and will be accepted through **March 8th**. Award recipients will be honored by ICMA through a featured, commemorative insert to a fall issue of *Public Management (PM)* magazine and spotlight recognition at the [99th ICMA Annual Conference](#) in

Boston, Massachusetts next September.

Full information on the 2013 ICMA Annual Awards, including the process for nominating an individual or community is available [online](#). If you have questions on the awards program please contact awards@icma.org or 202-962-3656.