

THE ADMINISTRATOR

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PRESIDENT'S LUNCHEON TO TALK LEADERSHIP

The services and needs of communities are constantly in flux, meaning local government leaders must be nimble.

"Our work environment is our community, and our communities are extremely dynamic where we often must operate in the role of a facilitator," said NCCCMA President Tasha Logan Ford, Rocky Mount assistant city manager.

Joe Coury, a renowned leadership expert and founder of Expert Strategies, who has spoken to other state associations, will address effective leadership during the President's Luncheon of the NCCCMA Winter Seminar on Thursday, February 5 at the Sheraton RTP.

Coury will address why

leadership is important and how the influence managers have over individuals is more impactful than the authority that is given to them by titles.

"With our international association celebrating 100 years, and our state association celebrating 50 years, as we think about how we continue to provide the best solutions supporting forward momentum, we must take into account how our communities are changing, how the environment is changing, and identify the leadership skills needed for the future," said Logan Ford.

"In a sense, we are all artists with a hand in creating the future



of our communities. With multiple generations interacting, people living longer and relocating bringing different ideals and expectations, I believe we will need to embrace our new role. In the words of Ken Robinson, 'The role of a creative leader is not to have all the ideas; it is to create a culture where everyone can have ideas and feel they are valued' as we work towards solutions. What are the skill sets we need to ensure success for the next 50 years? Whether we are thinking about the Association, the management profession or our personal goals, as Coury shares, 'It all Starts With You.'"

Please note also that ICMA President Jim Bennett will be speaking during the Business Meeting on Friday, February 6.

ELKIN'S PAYNE APPOINTED COMMAND SERGEANT MAJOR

Elkin Town Manager

Lloyd Payne Jr., is dedicated to serving his community, state and country. Payne recently received a promotion to command sergeant major of the 630th Combat Sustainment Support Battalion in the North Carolina Army National Guard.

"The North Carolina Army National Guard has greatly helped define the person I

am today — both personally and professionally," Payne told the *Elkin Tribune*. "I have been afforded opportunities with the military that many people will never experience. While it pales in comparison to our forefathers and those who have served before me, I am proud of my ability to contribute and give back a meager amount to our great state and nation."

Payne began his military



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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

CAREER COMPASS OFFERS COACHING WEBINARS

You may be familiar with the writings of Dr. Frank Benest. His "Career Compass" articles have helped local government managers navigate their careers for years. (Many of those articles can be found at the NCCCMA website.)

Benest, the International City & County Management Association (ICMA)'s Liaison for Next Generation Initiatives, now offers the "Career Compass" Coaching Program, a series of free webinars throughout the year designed to educate and engage tomorrow's leaders. These 90-minute sessions are completely free, though you must register in advance at www.cal-icma.org/coaching. After registering, you will receive full details about log-in procedures and listening options.

Here are some of the topics, dates and times of upcoming Coaching Program webinars (all times Pacific Time):

Developing Effective Relationships with Elected Officials, 10-11:30 a.m., Thursday, March 5

Best Practices in Strategic Planning and Action, 1-2:30 p.m., Wednesday, April 1

Moving from Conflict to Civility and Problem Solving, 10-11:30 a.m., Thursday, May 14

Engaging Employees Effectively, 1-2:30 p.m., Wednesday, September 16

Best Practices for Managing Social Media and Gossip, 10-11:30 a.m., Thursday, November 5

Even if you miss one of these webinars, you can still take part as each webinar is archived for on-demand viewing or download in mp4 format for individual or group viewing. The presentations are archived in the "Agendas and Archives" tab of www.cal-icma.org/coaching, compliments of Granicus, an ICMA strategic partner. You can also subscribe to podcasts to listen while you are on the go.

ETHICS: MYTHS ABOUT THE ICMA CODE OF ETHICS

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Exist long enough and no doubt myths will develop. Who knows how they get started or why they catch on, but over time, they get repeated often enough and with such authority that they take on a life of their own. Myths spread through the community until they become an accepted part of the legend or practice. Not sinister, just not grounded by facts.

The ICMA Code of Ethics, in existence for more than 90 years, is not surprisingly the subject of many myths. It's time to set the record straight. Here are five common myths that need to be debunked.

Myth #1: The two-year tenure rule applies only to the manager. The two-year tenure rule is outlined in the guideline on length of service under Tenet 4 of the Code. It notes that "generally a minimum of two years is considered necessary in order to render a professional service to the local government."

That guideline actually applies to all professionals

working in any capacity in a local government. And why wouldn't it? After all, every person regardless of their expertise or experience faces a learning curve when they join a new organization. Getting a thorough understanding of the organization's culture, priorities, and customer needs takes time. So does building the relationships that are crucial to success.

If you want to advance a project, make a difference in the organization, and demonstrate your talent, you need to be willing to commit to the effort. And appreciate the fact that the organization has made an investment in selecting you.

Invest in the upfront research necessary to make sure the new position is the right place for you. Talk with current or former employees about the workplace culture and carefully review the finances. If you are relocating, spend time out in the community to make sure it's a good fit personally.

What to do when things are heading in the wrong direction? Remember that short tenures should be the exception rather than a recurring experience. Under special circumstances, it may be in the best interest of both parties to separate in less than two years.

Examples include refusal of the organization to honor

commitments, significant reduction in responsibilities, a vote of no confidence in the member, or severe personal problems. Before you head down that road, carefully consider all the alternatives and seek advice from ICMA or a trusted colleague.

Myths #2 and #3: There are two prevalent, competing myths about political activity in retirement. First is that there is a waiting period before a retired manager can run for a spot on the city council or county commission where they worked. Second is that retired members can never run for elected office.

The commitment to political neutrality outlined in Tenet 7 of the Code of Ethics applies only to members who are working for a local government. Tenet 7 requires members to refrain from all political activities that undermine public confidence in professional administrators and to refrain from participating in the election of members of the employing legislative body.

Members who are retired from the profession are required to follow Tenets 1 and 3 of the Code. Tenet 1 requires that retired members be dedicated to democratic local government and to professional management.

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Tenet 3 requires that they act with integrity in all personal and professional matters so that they merit the public's respect and confidence. As long as retired members commit to these two principles and respect the role of the incumbent manager, they are free to run for elected office.

Myth #4: You have to tell your boss (i.e., mayor, council, manager, assistant manager) when you apply for a new job. You have no ethical obligation to inform your employer when you've decided to look for the next professional challenge. That assumes, of course, that you plan to meet your stated commitments including tenure and notice.

When you inform your boss is primarily a matter of preserving a good professional relationship. The outcome will

be far better if you, not the media, deliver the news that you will be moving on.

Myth #5: ICMA members aren't allowed to own any property in the community where they work other than their personal residence. This issue is addressed in the guideline on investments under Tenet 12, which cautions members not to invest or hold any investment, directly or otherwise, that creates a conflict with their official duties.

With regard to real estate, the guideline notes that confidential information should not be used to further a member's personal interests. You should avoid purchases or sales that might be viewed as speculation for quick profit. In other words, avoid

investments that create a conflict of interest in fact or appearance.

And before acquiring property beyond your personal residence, think carefully about the intersection between your personal investments and your official duties, especially if they are regulatory in nature.

Start the New Year by taking a moment to review the ICMA Code of Ethics and guidelines. It's best to be guided by solid not mythical advice.

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career in the North Carolina Army National Guard in 1993 in the 1450th Transportation Company in Lenoir. His previous assignments and duty positions include heavy wheeled vehicle driver for the 1450th, 1452nd, and 1454th Transportation Companies.

Payne has served as team leader and squad leader for the 1450th Transportation Company in addition to duties as a platoon sergeant for the 1450th and 1454th Transportation Companies. He has served as first sergeant for Bravo Company, 230th Brigade

Support Battalion, 30th Heavy Brigade Combat Team and 1454th Transportation Company.

His duties in active service include a deployment to Bosnia in support of Operation Joint Endeavor in 1997-98, Kuwait and Iraq in support of Operation Iraqi Freedom in 2004-05, and a second deployment to Iraq in support of Operation Iraqi Freedom in 2009-10. In addition to federal mobilizations, Payne has performed multiple State Active Duty assignments for

natural disasters.

Payne graduated from North Wilkes High School in 1994 and attended Appalachian State University, where he received his Bachelor of Science in political science and Masters of Public Administration in Town, City, and County Management.

"None of these would be possible without the support of my family, especially my wife, Beth, who has and continues to sacrifice each time I am called to serve," he told the *Elkin Tribune*.