

THE ADMINISTRATOR

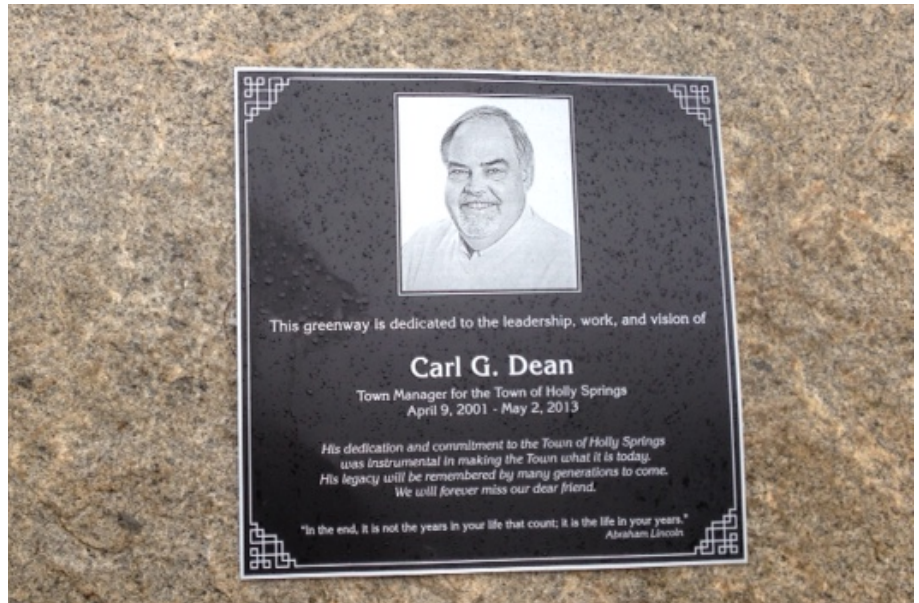
A PUBLICATION OF THE N.C. CITY & COUNTY MANAGEMENT ASSOCIATION

MAY 2014, ISSUE 5

PLAQUE UNVEILED IN DEAN'S MEMORY

On May 2, a year to the day that Holly Springs Town Manager Carl Deal passed away unexpectedly, a memorial plaque and greenway were unveiled by the town in his honor.

Dean served Holly Springs as town manager for 12 years, and he was active in the N.C. City & County Management Association. At the time of his death, Dean was first vice president; he would be president now had he survived.



FUTURE CHALLENGES FOR THE PROFESSION

As the N.C. City & County Management Association (NCCMA) celebrates its 50th anniversary, The Administrator asked past presidents a prescient question regarding the future of the profession of local government management: What challenges do you see for the profession?

Pete Connet, Life Member: "I see fewer students coming out of MPA programs and going into municipal or county government. More and more are going to non-profit or state and federal jobs."

Lane Bailey, Lenoir: "I see the problems of national and state politics being pushed down to the local level. I don't think the majority of our population is either 'Moral Monday' or 'Tea Party' supporters; they are somewhere in the middle who just want government to be efficient and responsive. As elected officials act more partisan and these special interest groups get more active, it will create difficult challenges for the profession."

Carolyn Carter, Life Member: "I see the greatest

challenge to our profession as making sure that the council-manager form of government stays strong as society goes through the anti-government movement. Our profession is based on the foundation of being politically neutral which it must be but we have an obligation to support and to further the council-manager form of government."

Lewis Price, Lenoir city council: "I think the real challenge in the future is

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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

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

Charlotte
June 19-21, 2014

ICMA 100th Annual Conference

Charlotte
September 14-17, 2014

MANAGE LIKE A FUTURIST

**By Rebecca Ryan
Alliance Resident Futurist**

When was the last time you took an hour—or a day—to think about the future? What will your community or your office be like 10, 15, 20 years? And what changes do you need to make now to be prepared for the changes that are coming?

In my term as the Alliance’s Resident Futurist, I’ve heard members ask terrific questions like:

- What is the future of fire department? There aren’t as many fires; how does our department have to adapt?
- How can we engage citizens in public processes when they’re addicted or distracted by all their technology? Will we need an app for our weekly, public meetings? Will we enable virtual participation in community meetings?
- What if the achievement gap continues to widen in our public schools? What if older white voters in our community refuse to embrace these demographic changes, and government gets caught in the crosshairs?
- And much more.

Thinking about the future requires a distinct set of skills that most of us never learned. Yes, we took History classes; but few of us learned Futuring.

All that’s about to change. Because Marti Ryan and I have

brewed up a dynamic and fun day-long “Manage Like a Futurist” workshop in which participants will:

- Learn the basic tools in the futurists’ toolbox: how to scan, how to apply the STEEP or PEST process (Spoiler alert: there are no crystal balls);
- Apply the tools to your community and develop several plausible future scenarios.
- Discover your community’s areas of strength and areas of vulnerability so that you’re future-ready. (This is the part where light bulbs go off over your and your peers’ heads!)

This workshop is the only one of its kind specifically tailored to help cities become future-ready and Marti and I are excited about bringing this workshop to the Alliance and the following cities. We hope to see you there!

Manage Like A Futurist

Day-long, Interactive, Dynamic Workshop
Wednesday, July 30
9:30 a.m. – 2 p.m.
Sponsored by the Alliance for Innovation.
Hosted by SAS.

Click [here](#) to register.

ETHICS: SEE SOMETHING, SAY SOMETHING

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Whether out in the field delivering services or occupying the manager's chair, all employees have a stake in reporting incidents of suspected or actual wrongdoing. An organization's reputation is built—for better or worse—on the conduct of each individual employee.

Creating a culture that encourages an individual to raise the red flag when something unethical or illegal is taking place is critical. Everyone needs to be willing to report what's happening behind the scenes or even take steps to stop it from happening in the first place.

But it's a tough sell. Whistle-blowing feels like a violation of that kindergarten rule not to be a tattletale. Very few of us enjoy confrontation or being the instigator who causes trouble for someone else (even if that person deserves it). The lack of certainty about facts and motivations keeps others silent. But the consequences of keeping silent can be significant and harmful.

Unethical Conduct is Visible

The typical case of unethical conduct in the workplace is rarely a secret. Somebody besides the perpetrator knows. After all, the conduct is taking place in a fairly sophisticated work environment in the light of day to be witnessed by a work colleague or perhaps even a supervisor. And if it is a serial activity, the number of witnesses just grows.

Or perhaps no one actually witnessed the activity but suspects it based on some level of tangible evidence. Then there are the others who didn't see the conduct but heard about it.

Cost of Silence

This all begs the question: What do we need to do to create a culture where individuals feel personally responsible and safe enough to report questionable conduct and to convey the point that sitting on the sidelines while a colleague falls off the ethics cliff is harmful to all?

Leaders are not immune from the urge to sit on the sidelines. The topic at one city's management team meeting was the recent dismissal of the IT director. This individual, recruited from the private sector with high expectations, lasted only a year before the city manager asked for his resignation.

The manager explained to the management team that in several instances the director entered into contracts that violated city policy. This employee continued the practice even after being counseled on the matter. The final straw was his personal relationship with a direct report.

As members of the management team talked about their experiences with this individual, they were startled to realize that they all had inklings that things were not okay, that he just didn't seem to get it about operating in the public sector, and, yes, that they had heard those rumors about his affair.

But—to a person—no one had talked with the individual or raised the issue with the city manager. What was their ethical obligation to address their concerns with their peer? Would an early intervention have produced a better outcome?

The result of the team members' reflection was a personal and joint pledge for real, mutual accountability. In practice, this meant having the courage, in private, to call their colleagues on unacceptable conduct. The next step would be directly to the city manager's office, if required.

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ETHICS, CONTINUED FROM PAGE 3

Professional Accountability

As a profession, we face the same ethical obligation to hold our colleagues accountable for their conduct. And, yes, it's tough to do. We've walked in their shoes. We relate to the difficulty of having every misstep, big or small, reported in the media and kept alive by the bloggers.

The ICMA Code of Ethics establishes a uniform and high set of standards for the profession. In a murky and complicated universe, it defines clear lines of acceptable conduct. Some ethical violations, like taking extra compensation or gifts, are obvious. They get the required attention of elected officials, other authorities, and the public. Usually they will be addressed by both the local government and ICMA.

But there is a whole universe of inappropriate conduct where the associated risk and potential damage to

the public and the profession may be visible and understood only by another professional in the field. Therein lies part of the value of self-policing.

Personal Responsibility

After many years of discussion about whether members have an ethical obligation to report incidents of unethical conduct by peers, the ICMA Committee on Professional Conduct concluded that we do. In 2004, this guideline was added to the Code: "When becoming aware of a possible violation of the ICMA Code of Ethics, members are encouraged to report the matter to ICMA. In reporting the matter, members may choose to go on record as the complainant or report the matter on a confidential basis."

See something that raises a substantial question as to a colleague's honesty, trustworthiness, or fitness to serve the public? See conduct

that is damaging to the reputation of other professionals and to the profession? Then you should report it in good faith to ICMA, even knowing that you might not have all the facts. Allow an objective peer review process to sort out those facts and reach an independent judgment.

Bottom line? Create a culture within your organization that actually encourages employees to report wrongdoing. Blow the whistle on your peers. The cost of silence is too high to the profession and to your organization.

Martha Perego
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NCCCMA COMMITTEE VOLUNTEERS NEEDED

Interested in getting involved with the N.C. City & County Management Association (NCCCMA)? There are number of committees within the membership of the NCCCMA. If you are interested in volunteering for one of the following committees, visit www.ncmanagers.org or email Rob Shepherd, NCCCMA secretariat, at

rshepherd@ncml.org.

Here is a list of committees. Go to www.ncmanagers.org for [more detail](#) about each.

-Civic Education Project Committee

-Membership Support Committee

-Sustaining Membership/ ICMA Relations Committee

-Seminar Program Committee

-Professional Development Committee

-Retirement Committee

CHALLENGES, CONTINUED FROM PAGE 1

going to be how to continue to finance local government services. The mentality of a lot of councils today is for the manager to figure out how he can do more with less.

Infrastructure can go to hell, employees can't be replaced or salaries raised, and Lord knows taxes can't be raised."

Dee Freeman, Life

Member: "Political polarization and smaller numbers of people entering the profession are challenges I perceive for the future. We must continue to encourage better understanding of the manager's professional role in local government, even in the face of the bitter forces of polarization. ICMA's current 'Leadership Matters – Life, Well Run' campaign is a good step in the direction of outreach to the public. We must support our educational institutions and the role they play in offering public administration as an academic course of value and worth. The Association and ICMA must continue its recruitment of the best and brightest to the profession, along with those that simply

have a burning interest in the profession. These two issues will be paramount as we move past 2013 and into our next 50 years."

Jack Neel, Life Member:

"Maintain the Code of Ethics; ours is so much different from the N.C. codes for various jobs/positions, politically."

Jerry Ayscue, Vance

County: "There is so much mistrust of all government now that did not exist when I first started in my local government career. The explosion of social media and instantaneous access to information. Lingering effects of the recent recession and the current sluggish economy provide special challenges in finding enough available resources. There seem to be more extremist and often radical political agendas at all levels of government. A growing dearth of leadership in general. It is possible that turnover at the managerial level will be higher in the future. All of these

challenging circumstances must be faced and properly managed by managers of today and tomorrow."

Cal Horton, Life

Member: "I think that our profession will be challenged in the future by the same fundamental challenge that it has faced since it was invented a century ago: not only accepting, but embracing the gradual transubstantiation of our purpose from what is successful today to what it must become in the future in order to have value."

John Ed Whitehurst,

Life Member: "There is a shift from a 'policy making' board to a very 'hands-on' board."

"I believe there has become more management requirements for people skills required and less management of job requirement for each department."

ICMA MUNICIPAL BOOK RELEASED

Gain a national perspective

on the issues and trends affecting local government with the *2014 Municipal Year Book* – the premier source for local government information. This 100th anniversary edition combines thousands of hours of research and expert interpretations of survey data into a single

comprehensive resource that is a must-read for local government professionals and academicians.

In its pages, you will find a foreword by Executive Director Bob O'Neill on the legacy of local government professionalism, a 100-year

retrospective of social policy issues, and a review of ICMA's evolution as an international organization.

To learn more about this book, visit icma.org.