

The Administrator

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Turney, former Graham city manager and NCCCMA president, passes away

Bruce Turney, who served as the city of Graham's manager for 24 years, passed away on July 21. Turney led the city as manager from 1957 until his retirement in 1981. In addition, he served as president of the N.C. City & County Managers Association (NCCCMA) in 1973-74.

The job that Turney did as Graham's city manager cannot be overstated, according to those that worked with him and those that followed him.

"He came to Graham when times were really tough," current City Manager Chris Rollins told the *Times-News*.

Things were so dire that Graham "had to

borrow money to make payroll," according to Ray Fogleman, who succeeded Turney as city manager in 1982. However, Turney turned things around and the city's finances were soon in order.

Among Turney's other accomplishments as city manager are Graham's city hall, improving the city's water supply and emphasizing recreational opportunities for the community.

Fogleman credits the long-time civic partnership of Turney and late Graham Mayor Myron Rhyne as leaders who worked for the good of the community.

Turney "was the right man for the right job at the right time."

Turney served in the U.S. Army Air Corps from 1944 to 1946. He was a member of Graham First Baptist Church, a Shriner, a Mason, an avid golfer and a bluegrass fan.

Turney is survived by his wife, Geri, of the home; son, Gerald and wife Julie; sisters, Barbara Powell (Thad) and Sue Turney; six grandchildren; and seven great-grandchildren.

In lieu of flowers, memorials may be made to The Shriners' Hospital for Children, 950 West Faris Street, Greenville, S.C. 29605.

In addition, the NCCCMA recently made a \$50 contribution to the Shriners' Hospital in Turney's memory.

Scholarships awarded to eight

Several local government managers from across the state were recently awarded scholarships from the N.C. City & County Management Association (NCCCMA)'s Professional Development Committee for FY 2011.

The following were recipients of \$1,800 scholarships toward the Public Executive Leadership Academy (PELA) at the UNC-Chapel Hill School of Government:

- **Doug Barrick**, city manager, Claremont
- **John Holcomb**, assistant town manager/finance director, Elkin



Herms

- **Justin Merritt**, finance director, Smithfield
- **James Inman**, city administrator, Locust
- **Todd Herms**, town manager, Maiden

- **Kevin Patterson**, county manager, Scotland County

- **Toby Chappell**, county manager, Gates County

In addition, Elizabethtown Town Manager **Eddie**

Madden was awarded a \$2,500 scholarship to attend the Senior Executive Institute (SEI), held at the University of Virginia.



Madden

New publication for communicators

The N.C. City & County Communicators (NC3C) has published its first quarterly publication, *NC|COM*, aimed at local government communicators and public information officers in the state.

The inaugural issue of *NC|COM* includes tips for photographers, an article about Chapel Hill, a look at All-America Cities in the Tar Heel State and much more.

NC3C is dedicated to the professional development and networking of local governmental communications professionals.

The high cost of silence

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Whether on the front line 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. Everyone's conduct really does matter. And that's not just the management cliché of the month.

A collective commitment to raising the red flag when something unethical or illegal is taking place is critical to all. 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 bad guy 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.

Report it

Doing nothing is also like sitting on the sidelines while your colleague falls off the cliff. A public works supervisor, with 15 years on the job, was recently fired for his involvement in the theft of metal from a city demolition job. Sold for scrap, the metal had a value of \$5,000.

Several other members of the crew were involved and received disciplinary action. Too bad that someone else on the job site who certainly heard about this scheme didn't point out to fellow workers that this "benefit" wasn't worth the risk. Oh, and also the likelihood that this wouldn't end well.

In another city, the topic of the day at the management team meeting was the recent dismissal of the information technology director. This individual had been recruited from the private sector with high promise for moving the city forward. But he lasted only about 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 an employee.

As members of the management team talked about their experiences with this individ-



ual, they were quite 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.

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 blog

Continued on page 3

Calendar of Events

NCACC Annual Conference
August 18-21, 2011
Embassy Suites Hotel &
Concord Convention Center
Cabarrus County

ICMA Annual Conference
Sept. 18-21, 2011
Milwaukee

NCLM Annual Conference
October 23-25, 2011
Raleigh Convention Center

NCCMA Winter Seminar
February 1-3, 2012
Sheraton RTP

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ICMA Conference theme: 'Fresh Waters, Fresh Ideas'

Each year, through its highly praised annual conference, ICMA continues its tradition of offering an abundance of educational, information-sharing and networking tools to help you manage your community in today's complex environment. Especially in challenging times such as these, the tools, tips, information and resources you pick up at the conference — in addition to the opportunities for professional and personal renewal and networking — are more important than ever.

This year's annual conference will take place September 18-21, 2011 in Milwaukee, Wisconsin.

ICMA's 2011 ICMA Annual Conference Planning Committee (Michael Baker, Deputy Village Manager, Downers Grove, Illinois, Chair) met in Milwaukee in November, 2010, to plan this year's conference program, which will address the issues, trends and challenges facing local government managers worldwide. Public and private sector experts will share their

knowledge and interact with participants in educational sessions organized around the following theme tracks:

- Excellence in the New Normal
- Challenges of Citizen Engagement
- Changing Demographics and Employee Relations
- Lessons in Leadership
- Personal Issues Facing Managers and Their Partners

The conference program also includes three career tracks of educational sessions designed specifically for:



- Assistant Managers
- Senior Managers/ICMA Credentialed Managers

- Small-Community Managers

The conference will again feature the exhibit hall's popular Solutions Track sessions, which present case studies of local governments that have overcome challenges through innovative public-private partnerships.

Several other sessions are planned in conjunction with a variety of other ICMA projects and affiliates:

- Center for Performance Measurement
- Center for Public Safety Management
- Center for Sustainable Communities
- CIGNA
- Eldon Fields Colloquium
- Ethics
- ICMA-RC
- State Leagues

Ethics, continued from page 2

analysts.

The ICMA Code of Ethics establishes a uniform and high set of standards for the profession. In a 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 really understood only by another professional in the field. Therein lies part of the value of self-policing.

Personal muscle

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 judg-

ment.

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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