Professional Management of Local Government

Presented to Toyo University

By Dr. Ron Carlee
...creating excellence in local governance by supporting professional leaders to build sustainable communities that improve people’s lives worldwide...
Keep the End in Mind

• Local governments do not exist only to provide services.
• Local governments exist to build communities that are great places to live, work, and play.
• Every resident should have a sense of belonging: a place that they are proud to call “home.”
• The strategic planning process defines the type community to which the residents aspire.
Keys to Great Communities

1. Professional Leadership
2. Strategic / Systems Thinking Externally
3. Strategic / Systems Thinking Internally
4. Performance Management
5. Community Engagement / Democracy
1. Professionalism

• Professionalism in based on
  – Competency
  – Ethics
  – Non-Partisanship

• “Professionalism” promotes effectiveness, efficiency, and fairness
Reform v. Unreformed Government

- Reform
  - Public Good
  - Equity for All
  - Merit / Competence
  - Pluralistic
  - Cooperation
  - Social Harmony

- Unreformed
  - Personal Gain
  - Pay Back
  - Political Allegiance
  - Power Consolidation
  - Competition
  - Social Polarization
Professional Manager
ICMA Code of Ethics

• Democratic local government
• Social responsibility as a public servant
• Honor and Integrity
• Serve best interests of all people
• Facilitate the work of elected officials
• Respect the role of elected officials
• Do not participate in electoral & partisan politics
• Be competent and build a competent organization
• Communicate with the public
• Resist encroachment on professionalism
• Base treatment of employees on merit
• Seek no favor

For more details go to: http://icma.org/en/icma/ethics
Technical Competence: ICMA “Practices” for Effective Management

- Staff Effectiveness
- Policy Facilitation
- Functional Expertise
- Citizen Service
- Quality Assurance
- Initiative, Vision, Risks
- Technology
- Democracy
- Diversity

- Budgeting
- Financial Analysis
- HR Management
- Strategic Planning
- Communication
- Presentation
- Media Relations
- Integrity
- Personal Development

For more details see:
http://icma.org/en/university/about/management_practices/overview
Mayor Council Government & Reform

• Mayors can provide powerful leadership to unite diverse communities that face an array of challenges.

• To support professionalism, many mayors will appoint a “chief administrative officer” to run the day to day operations.
Relationship of Elected Official To Professional Manager

Business Model

Legislative Body

Appointed Chief Executive Officer/Professional Manager

Political Model

Legislative Body

Elected Chief Executive

Appointed Chief Operating Officer/Professional Manager

Professional Department Directors, Managers, Supervisors, and Staff
The Roles of Professional Manager and Elected Official

Elected Officials

Electoral / Partisan Politics

Policy Development: Area of Shared Responsibility

Administrative Management

Professional Managers
2. Systems Thinking Externally

• Local government must plan for the future.
• The future cannot be predicted.
• Change is rapid and complicated.
• Strategic and contingency plans are required.
• Local government managers help shape vision of the community.
• All things are inter-connected – forming a “system.”
Strategic Planning

• Inputs
  – Economy
  – Social/Political
  – Environment
  – Technology

• Outputs
  – Vision
  – Plan
Essential Strategic Policies & Plans

• Emergency Management / Disaster Plan
• Economic Development
• Land Use
  – Residential
  – Commercial
  – Industrial
  – Public
• Transportation
• Open Space/Recreational
• Housing
• Environmental
• Infrastructure
• Culture Public Art
• Education
• Technology
Gallup Adjusted and Unadjusted Unemployment Rate Trend, January 2011-May 2012

Seasonally adjusted and unadjusted

Note: May 2012 numbers reflect May 1-30 data.
Gallup Daily tracking: Gallup seasonally adjusts its unemployment data using the BLS seasonal adjustment for the same month in the prior year.

GALLUP
Paring Back

State and local governments have steadily reduced their employment over the last few years.

CHANGE SINCE DECEMBER 2007

+200,000 employees

Source: Bureau of Labor Statistics
How wealth is spread among Americans

Source: Michael I. Norton, Dan Ariely, 2010
Other social and political divisions—such as gender, race, ethnicity, religion and class—are no wider than they have ever been.
On the social safety net, for example, Republicans and Democrats are divided by an average of 41 points in their survey responses. The gaps are nearly as wide in opinions about the environment and labor unions.
Internet adoption, 1995-2011

% of American adults (age 18+) who use the internet, over time. As of August 2011, 78% of adults use the internet.

More: http://pewinternet.org/Trend-Data/Internet-Adoption.aspx
Trust and Confidence in Government Entities to Handle Problems -- Recent Trend

% Great deal/Fair amount

- Local government
- State government
- Executive branch
- Legislative branch

GALLUP
3. Systems Thinking Internally

• Mission: why the organization exists; what it does.
• Vision:
  – What kind of community
  – What kind of organization
• Values: how the organization does its work; what it believes.
• Systems & processes consistent with Values.
Key Points

• A motivated, committed public workforce is critical for local government success.
• A strategic human resource plan is needed.
• Different generations of workers may have different needs / desires.
Motivation → Productivity

• Emotional Engagement
  – Value of the work itself: making a difference
  – Work environment
  – Relationship with supervisor
  – Rewards / Fairness
Factors Affecting Productivity

• Organizational Values
• Leadership Philosophy
• Strategic plan
• Organizational Structure
• Administrative Policies
• Performance Appraisal System
• Pay and Reward System
• Purchasing System
• Financial System
• Quality of Products & Services
• Culture
• Management Style

• Individual Patterns and Networks
• Individual Attributes of Staff
• Space Configuration
• Physical Ambiance
• Interior Design
• Architectural Design
• Tools & Equipment
• Technology
• Job Design
• Work Flow
4. Performance Management

• Efficiency and effectiveness are core principles of professional management.

• Taxpayers deserve...
  – Good value
  – Customer service
  – Good results
  – Honesty
Seeing Budgets Differently

Old View
Balance the budget.
Live within budget.
Do not overspend.
Do not underspend.
Inch ahead.
Focus on the margins.

New View
Evaluate unit cost.
Improve process, reduce costs.
Increase features.
Increase output.
Benchmark performance.
Guidelines for Performance Indicators

• Target what is meaningful.
• Choose indicators that employees can control.
• Test indicators.
• Reexamine, revise, update.
• Put outcome information in perspective.
What the Public Wants

Cheaper
Better
Faster
Process Efficiency

• How do we do what we do?
• How well do we do what we do?
• How efficient are we? How effective?
• How productive?
• What are the alternative ways of providing our services?
Improvement Strategies

• Reengineer one’s own work.
• Contract out to the private sector.
• Share services with another local government.
• Create a regional approach to services.
• Quit providing services that don’t add value to the community – decide what is most important: Strategic Budgeting.
Alternative Delivery Approaches

• Contract
• Privatize
• Partnership with private sector
• “Shared Services”: inter-governmental agreements
• Volunteers
5. Community Engagement

• Engagement is with individuals and with other organizations.

• Critical skills include facilitation, conflict resolution, and communication.
Relationships with the Public

Customer

Citizen

Consumer

Constituent

“Stakeholders”
Engaging the Public

• Determine the purpose
• Identify audiences
• Select a technique
• Provide feedback
• Evaluate

• Purpose
  – Inform
  – Consult
  – Include, incorporate, engage
  – Collaborate
  – Empower
Common Engagement Techniques

- Survey
- Focus Groups
- Public Hearings
- Roundtable Discussions
- Charettes
- Task Forces
- Committees

Short Term

Long Term
Web 2.0

- Robust web site
- Newsletter Subscriptions
- Alerts
- Transactions On-Line
- Apps
- Social Media
  - Twitter
  - Facebook
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