Your Leadership Role
&
Working with Professional Staff

Presented by,
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Thanks for your service.
Let me know if I can help.

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Council’s Role

• Proper focus of public governing bodies
  – Remember oath (uphold laws).
• Promote culture and set example. Cultures spiral up or spiral down. Not flat.
• Watch for the tone you set.
POWERS OF LOCAL GOVERNMENT

• Home Rule is only partial.
• Authority of municipal government flows from State laws
• Unless its authorized specially or generally under State law:
  – you probably cant do it
  – or at least not the way you want to do it.
Example

- Sponsoring a sign would occur either through a Fee Ordinance or Auction.

- Not individually negotiated. Again, State law outlines options (Remember oath)
REMEMBER YOU ARE A TRUSTEE OF CORPORATION

What is best for an individual resident, is not always best for the same resident as a stakeholder in the corporation/community.
FORMS OF GOVERNMENT

• 10 Forms
• 6 Predate 1947 NJ Constitution
  – City, Town, Borough, Township, Village, Commission.
• 4 authorized under 1950 Optional Municipal Charter Law (Faulkner Act)
  – Multiple Options & Sub-Options
• A few special charters granted by State law.
Manager vs. Administrator
(Generally)

• Manager is the CEO of the municipal corporation. Handles budget and personnel.
  – (Illegal for individual Council member to interfere in his/her duties, except as body)

• Administrator is COO
  – Personnel – Mayor/Council control
  – Budget – Mayor/Administrator Recommend
Probably most important document to start learning. Faulkner Act Options are captured in your Administrative Code.
Statutory Positions

• Licensed positions required by law (FT or PT):
  – Clerk (RMC)
  – Certified Municipal Finance Officer
    • Could be a Municipal Auditing Firm.
  – Tax Collector
  – Tax Assessor

• These positions are tenure eligible.

• They require license renewal every 2-years via CEU credits (NJLOM Convention good source).
How to Handle Personnel
(Can we fire everyone & start over?)

• Rice Notice – Employee(s) are to be notified if employment, discipline, etc. is being discussed in Closed or Open Session.

• Watch out for OPMA violations.

• They wont be harassed out without consequence.

• Focus on proper policy based personnel decisions and objective measures.

• OR JUST CREATE A CULTURE THAT ATTRACTS HIGHLY QUALIFIED PROFESSIONALS
AVOID PROBLEMS
BE CLEAR AND FORMAL ABOUT
EXPECTATIONS AND EMBRACE STANDARDS
KEY TO AVOIDING PERSONELL PROBLEMS & CULTURE IMPROVEMENT
MAKE EXPECTATIONS CLEAR AND MODEL THEM &
CONSTANTLY REFERENCE THEM

1. REVERENCE FOR INTEGRITY & HONESTY: Be dedicated to the highest ideals of honor and integrity in all public and personal relationships, truthfulness in communications, and observance of ethical guidelines contained in State law, the municipal code and internal policies in order to merit the respect of the public for the Team.

2. PROFESSIONALISM IN PUBLIC SERVICE: Honor our positions through civility and decorum in our interactions with fellow Team members, residents and officials.

3. COMMITMENT TO EXCELLENCE: Make it a duty to continually improve one’s abilities and help develop the competence of associates on the Team. Develop and communicate benchmarks for as many functions and tasks as possible to demonstrate the careful use of public resources.

4. RESPECT FOR THE DEMOCRATIC PROCESS & REPRESENTATIVE GOVERNMENT: Recognize that elected representatives of the people are entrusted with the establishment of local government policies and priorities while execution of said policies rests with the Team.

5. OPERATIONAL EFFICIENCY: Seek continuously to find ways to maximize the use of resources provided by the taxpayers and thoroughly clarify and communicate Team priorities.
6. SENSE OF FAIRNESS: Recognize the chief function of local government is to serve the best interest of all the people. As a professional organization, we guard our reputation for the impartial delivery of public services.

7. PROBLEM SOLVING ATTITUDE: Maintain a constructive, cooperative, creative and practical attitude toward the affairs of the local government and challenges facing the Team.

8. HONOR FOR CHAIN OF COMMAND: Recognize each Team member is entitled to a clear set of expectations and explanation of methods delivered by a properly qualified supervisor along the chain of command. Team members honor the chain of command by respecting each other’s professional responsibilities.

9. DIGNIFIED CONDUCT: Recognize the personal conduct of Team members, both on and off the job, is inseparable from the Team’s professional and ethical reputation and has a direct relationship on the dignity and worth placed on public service and local government by the general public.

10. VALUE LOYALTY: Prize loyalty to the Team’s mission and believe this requires: (1) a duty to look out for the welfare of Team members and resources; (2) a responsibility to communicate effectively in order to identify better ways to meet the mission; and (3) carry a deep sense of respect for the private resources provided by residents to achieve the mission.
BUDGET & FINANCE PROFESSIONALS

• CFO is the key staff and works with Financial Advisor, Bond Council, Auditing Firm.

• Ask CFO to keep a 3 to 5 year budget projection based on trends.

• Surplus!!!!!!

• Consider a temporary capital budget.
  – Take advantage of winter to plan & avoid onslaught of RFP’s in spring.
  – Be mindful that 5% of bond will be in final budget.
GOVERNING BODY ADMINISTRATION
RELATIONS

• Staff is focused on institutional health & Integrity of their offices.
• Generally resistant/resentful of inconsistency, individualized favors.
• Appreciates clear and open policy guidance.

• STAFF WANTS TO PLEASE COUNCIL AS A BODY VS. INDIVIDUAL MEMBERS & TO SUPPORT YOUR OATHS
FORMULA FOR SUCCESS

Elected officials are responsible for:

*Vision for Future*

Work with Management to Identify:

*Missions to achieve Vision*

Hold Management Accountable for:

*Related Goals & Tasks*

Support Management when it enforces:

*Standards & Principles*
Lessons for Managers & Administrators from White House Chiefs of Staff

Most significant none elected and none confirmed position in American Government (28 since 1953)
LESSON 1
Surround yourself with talented people.

Margaret Tutwiler (Cheney Aide)

“I’ll tell you this, I believe it about Baker and I believe it about Reagan: The most successful managers are those that are secure enough to surround themselves with extremely strong-willed, talented people.”

Baker, “A lot of people were afraid to do that for fear it would take the sheen off them.”
LESSON 2
BE CAUTIOUS W/ CAMPAIGN HOLDOVERS & FRIENDS

THE VALERIE JARRETT POWER MATRIX

F.B.I. Questioning the Jordan Party on Studio 54 Visit

By EDWARD T. POUND  AUG. 28, 1978

WASHINGTON, Aug. 28 — The Federal Bureau of Investigation is interviewing several persons who accompanied Hamilton Jordan, the White House chief of staff, to the New York discotheque Studio 54 in June 1978, Justice Department sources said today. Mr. Jordan has been under investigation for more than a year...
LESSON 3
DON’T FORGET YOU ARE NOT ELECTED
LESSON 4
BE HONEST ABOUT CHIEF ROLE AND THE SITUATION
LESSON 5
RECOGNIZE BLIND SPOTS – BOSSES AND SELF

1st Rate Intellect 1st Rate Temperament

Jordan Baker
Watson Regan

Manager’s should assess and be aware of their ability to complement elected officials.
LESSON 6
LEGISLATION = POLICY = SUCCESS

• Be ultra prepared for Council meetings

Baker called it, “The key to my success.”
Carter directed that anyone wishing to use White House tennis courts needed his direct permission.
LESSON 8
LET BOSS BE HIS/HER OWN PERSON
Avoid “Wimp Factor”

• Bush did not want it to seem like every move of his was scripted as he felt Baker and others had done for Reagan.

• He was called Reagan’s “Lap dog” by George Will. Bush wanted to but some distance between the administrations, and be his own person.
LESSON 9
Don’t let staff gang up on bad decision

• James Baker and Don Regan ambushed President Reagan to authorize change that moved Baker & Regan to Chief of Staff
LESSON 10
Master how organization inter-relates
LESSON 11
BE TRUSTED & GUARD YOUR TERRITORY

• HAVE POWER TO ORGANIZE WORKPLACE
• DO NOT BE OVER-RIDDEN IN YOUR MANAGERIAL ROLE
LESSON 12
BE FIRM BUT TREAT STAFF WITH RESPECT
Lesson 13
Satisfy Your Instincts

- Powell accepted information from the Vice President’s office on Weapons of Mass Destruction in lead up to war and presented it at UN. It was not accurate.
LESSON 14
Don’t make false threats

Obama makes a threat, he’d better be damn well prepared to carry it out,” says Baker. “You don’t ever walk away from that.”

Panetta and James Baker piled on. “Once everybody said that it was a red line that had been crossed, I just think the president’s credibility was very much on the line,” says Panetta. “And to suddenly back off and send it to the Hill was the wrong message to send to the world.”