Ethics in Action -- When It’s Your Duty to Say “No”
– Free Webinar

Wednesday, April 10, 2019
11:00 a.m. – 12:30 PT (2:00 - 3:30 p.m. ET)

*** Advance registration required for this webinar ***
https://attendee.gotowebinar.com/register/1460798350902438658

Ethical issues confront local governments large and small and require the attention of front-line employees to chief executives.

Webinar Topics:
1. What are the most prevalent ethical issues and how can you spot them?
2. What are examples of when you need to say “no” and how to do so effectively?
3. How can you strengthen the ethical culture in your organization and what roles can everyone play?

Presenters:
* Martha Perego, Director of Member Services and Ethics, ICMA
* Nick Finan, Executive Director, Management Services, Texas City, TX, and Ethics Committee Chair, Texas City Management Association
* Bruce Messelt, County Administrator, Chisago, MN, and Professional Conduct Committee Chair, Minnesota City/County Management Association

Audience: all persons in or interested in local government

Meets Practice 1. Personal and Professional Integrity, 5. Personal Resiliency and Development

Post-Webinar Discussion Questions:
Many agencies organize groups to participate in the webinars (live or recorded) and discuss the topics among themselves after the webinars. Some are summarizing their discussions and distributing them to managers throughout their organizations. Here are some discussion starters for this session.

a. What ethical areas are of particular concern for our agency?
b. What efforts would help our agency strengthen its ethical culture?
c. Which resources would we like to tap to support our efforts?

Biographical Sketches of Presenters

Martha Perego, Director of Member Services and Ethics, ICMA

Martha has been with ICMA since 1998 and currently serves as the Director of Member Services and ICMA’s ethics program. Prior to joining ICMA, Martha worked in local government for 17 years as a municipal manager, assistant manager, finance director and budget analyst. She holds an undergraduate degree in public service from Pennsylvania State University, an MPA from the University of North Carolina at Chapel Hill and completed the Senior Executive Institute at the University of Virginia. Martha is also an ICMA Credentialed Manager.

Nick Finan, Executive Director, Management Services, Texas City, TX, and Ethics Committee Chair, Texas City Management Association

Nick grew up in the Midwest where he attended Augustana College and majored in Political Science, Geography (Planning), and Public Administration. He attended Texas A&M University where he received his Masters in Public Administration.

Since his graduation from Texas A&M in 1984, Nick has worked in city government in Texas in various parts of the state including Lufkin, Amarillo, La Marque (where he was the City Manager from 1991-1996), League City (City Administrator, 1996-2002), and Pearland (Assistant City Manager 2004-2008), and has been with the City of Texas City as its Executive Director of Management Services since November of 2008.

He is a past President of the Texas City Management Association and Past Chair of the Ethics Committee and current chair where he has served on that committee for over 20 years. He is a Past President of the League City Rotary as well as serving on numerous civic boards over the years.

He does not enjoy running. He only runs to support his hobby; which is eating. However, he did complete his single bucket list item: He ran the Boston Marathon in 2013.

Bruce Messelt, County Administrator, Chisago, MN, and Professional Conduct Committee Chair, Minnesota City/County Management Association

Bruce Messelt is an accomplished public service professional with 25+ years in senior management with the United States Department of Defense and local governments in Arizona and Minnesota. Currently Administrator of Chisago County, MN, Bruce holds a graduate degree in Public Administration from the University of Minnesota and an undergraduate degree from Concordia College (Moorhead, MN).
The 2016 winner of Minnesota’s “Joe Ries Excellence in County Management Award,” Bruce has earned a reputation for adeptly piloting organizations through periods of profound change and challenge; addressing significant issues relating to land use, economic development, resource management, and community expectations and service delivery.

Bruce has served as an Adjunct Instructor at Minnesota State University Moorhead and Concordia College (Moorhead, MN) and as Guest Lecturer and Presenter for such organizations as the National Defense University, Association of Minnesota Counties, League of Minnesota Cities, Minnesota City County Managers Association (MCMA), Minnesota Association of County Administrators (MACA), Minnesota Chapter of the Government Finance Officers Association, Minnesota Chapter of the Association of Public Management Professionals, Rotary International, and the Minnesota Kiwanis’ Minnesota-Dakotas District.

A 22-year Member of the International City/County Manager’s Association (ICMA), Bruce is also currently serving as Chair of MCMA’s Professional Conduct Committee, charged with promoting ethical conduct and investigating alleged violations of the ICMA Code of Ethics.

**More Coaching Resources**—See [http://icma.org/coaching](http://icma.org/coaching) for valuable resources to boost your career. Sign up for the complimentary email list at [http://icma.org/coachinglist](http://icma.org/coachinglist) to keep informed of the details for future ICMA Coaching Program sessions and other resources.

**ICMA Coaching Program Outreach Partners:**
Canadian Association of Municipal Administrators (CAMA), Engaging Local Government Leaders (ELGL), International Network of Asian Public Administrators (I-NAPA), International Public Management Association for Human Resources (IPMA-HR), League of Women in Government (LWG), Local Government Hispanic Network (LGHN), National Association of County Administrators (NACA), National Forum for Black Public Administrators (NFBPA), and Women Leading Government (WLG)
Welcome

ICMA coaching program

Ethics in Action: When It’s Your Duty to Say “No”

Wednesday, April 10
11 a.m.-12:30 p.m. PT / 2-3:30 pm. ET
29 State Association Coaching Partners
Outreach Partners
Overview of Session

Webinar topics:
1. What are the most prevalent ethical issues and how can you spot them?
2. What are examples of when you need to say “no” and how to do so effectively?
3. How can you strengthen the ethical culture in your organization and what roles can everyone play?

Presenters:
* Martha Perego, Director of Member Services and Ethics, ICMA
* Bruce Messelt, County Administrator, Chisago, MN, and Professional Conduct Committee Chair, Minnesota City/County Management Association
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Producer and Moderator:
* Don Maruska, Master Certified Coach, Director, ICMA Coaching Program
Polling Question #1

How many people are listening on your line?
Ethics in Action -- When It's Your Duty to Say "No"

Presenter

• Martha Perego, Director, Member Services and Ethics, International City/County Management Association
ICMA Code of Ethics with Guidelines

The ICMA Code of Ethics was adopted by the ICMA membership in 1924, and most recently amended by the membership in June 2018. The Guidelines for the Code were adopted by the ICMA Executive Board in 1972, and most recently revised in June 2018.

The mission of ICMA is to advance professional local government through leadership, management, innovation, and ethics. To further this mission, certain principles, as enforced by the Rules of Procedure, shall govern the conduct of every member of ICMA, who shall:

Tenet 1. Be dedicated to the concepts of effective and democratic local government by responsible elected officials and believe that professional general management is essential to the achievement of this objective.

Tenet 2. Affirm the dignity and worth of the services rendered by government and maintain a constructive, creative, and practical attitude toward local government affairs and a deep sense of social responsibility as a trusted public servant.

Guideline

Advice to Officials of Other Local Governments. When members advise and respond to inquiries from elected or appointed officials of other local governments, they should inform the administrators of those communities.

Tenet 3. Demonstrate by word and action the highest standards of ethical conduct and integrity in all public, professional, and personal relationships in order that the member may merit the trust and respect of the elected and appointed officials, employees, and the public.

Guidelines

Public Confidence. Members should conduct themselves so as to maintain public confidence in their position and profession, the integrity of their local government, and in their responsibility to uphold the public trust.

Influence. Members should conduct their professional and personal affairs in a manner that demonstrates that they cannot be improperly influenced in the performance of their official duties.

Length of Service. For chief administrative/executive officers appointed by a governing body or elected officials, a minimum of two years is considered necessary to render a professional service.

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Resources at https://icma.org/topics/leadership-and-ethics
ETHICS IS YOUR GPS

- Values guide ethical conduct and decisions
- Ethical conduct builds trust
- Trust is the key ingredient for your success
Prevalent Ethical Issues

- Acceptance of gifts or favors
- Conduct in the workplace #MeToo
- Conflicts of interest
- Decision making in the public interest
- Internet usage
- Outside employment
- Personal Relationships
- Political activity
- Social media
- Use of public resources
Are they being addressed?

**FIGURE 2** | Frequency Where Code of Conduct Issues Are Not Addressed

<table>
<thead>
<tr>
<th>Issue</th>
<th>Not Addressed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Values statement</td>
<td>31.70%</td>
</tr>
<tr>
<td>Social media policy</td>
<td>30.20%</td>
</tr>
<tr>
<td>Internet usage policy</td>
<td>9.00%</td>
</tr>
<tr>
<td>Acceptance of gifts or favors</td>
<td>4.70%</td>
</tr>
<tr>
<td>Political activity</td>
<td>10.60%</td>
</tr>
<tr>
<td>Use of public resources</td>
<td>5.60%</td>
</tr>
<tr>
<td>Conflicts of interest</td>
<td>4.80%</td>
</tr>
<tr>
<td>Nepotism</td>
<td>9.30%</td>
</tr>
<tr>
<td>Appropriate conduct in the workplace</td>
<td>5.90%</td>
</tr>
<tr>
<td>Outside employment</td>
<td>8.10%</td>
</tr>
<tr>
<td>Decision making in the public interest</td>
<td>24.80%</td>
</tr>
</tbody>
</table>

*Source: 2018 Ethics in Local Government Survey, ICMA.*
GIFTS? FREE CHEESE IN A MOUSETRAP
#MeToo
A spokesman for Union County, N.J., said last week that County Manager Edward Oatman, who is still a partner in a political consulting firm that was paid to promote candidates in several areas of the county, won't have a conflict of interest as long as he doesn't vote on anything. Freeholder Christopher Hudak said the difference between conflict and disclosure has been "conflated" in discussions of the issue.
“YOU PAID FOR IT”... ANTI-SEX CAMS FOR FIRE STATIONS
Decision Making in the Public’s Interest
Social Media Conduct Matters
Polling Question #2

Which of these ethical issues are of particular interest to you or your agency?

a. acceptance of gifts or favors
b. conduct in the workplace #MeToo, etc.
c. conflicts of interest/public interest
d. political activity
e. social media
Ethics in Action!

When it’s Your Duty to Say “No”.
April 10th, 2019
Ethics in Action!
When it's Your Duty to Say “No”.

Session Objectives
To fulfill ICMA objectives of providing educational opportunities and professional development activities which improve and enhance our “ethical intelligence”.

• Personal and Professional Integrity
• Personal Resiliency and Development

Session Format: Ethical Situations, Lessons Learned, Qs & As
Session Leader: Bruce Messelt – Chisago County, MN Administrator
Ethics in Action!
When it’s Your Duty to Say “No”.

When Ethical Tenets Collide – Situation #1

**Tenet 1** - Be dedicated to the concepts of effective and democratic local government by responsible elected officials and believe that professional general management is essential to the achievement of this objective.

&

**Tenet 5** - Submit policy proposals to elected officials, provide them with facts and advice on matters of policy as a basis for making decisions and setting community goals, and uphold and implement local government policies adopted by elected officials.
Ethics in Action!
When it’s Your Duty to Say “No”.

When Ethical Tenets Collide – Situation #1

VS.

Tenet 9 - Keep the community informed on local government affairs, encourage communication between the citizens and all local government officers, emphasize friendly and courteous service to the public, and seek to improve the quality and image of public service.
Situation #1 - The “Public” Interest

Background - Moorhead, MN is a regional center of 35,000 residents located in Western Minnesota and part of the larger Fargo ND - Moorhead MN metro area.

A college town with several popular local restaurants, bars and clubs, Moorhead also faced tough economic competition from Fargo and North Dakota’s less onerous and costly regulatory environment. In 2003, prompted by local public health groups and community leaders, the Moorhead City Council began debating the instituting of a Smoking Ban in all public places.

Businesses say smoking law will hurt

If Moorhead passes its proposed smoking ban, Terry Kragero will have to make a choice. The owner of Mick’s Office could stop serving his burgers to customers under 21, or stop serving smokers. Kragero was one of 16 local bar and restaurant owners...
Situation #1 - The “Public” Interest

Issues at play:
- State vs. Local
- Individual vs. Collective Rights
- Public Places vs. Private Property
- Economics vs. Public Health

Question #1: Was the public interest best served by the decisions made and actions taken?
Situation #1 - The “Public” Interest

Challenge - At the City Council’s request, the Manager sought input from bar and restaurant owners regarding the proposed No-Smoking Ordinance; a meeting was then scheduled at City Hall. However, when everyone arrived, the local Newspaper and TV Station took seats at the gathering.

At the request of the bar and restaurant owners, the Manager asked the media to leave, noting that this was not a public meeting (open meeting/sunshine laws) but that he would fully summarize the meeting and brief the media afterwards.
Moorhead city officials did not break the law when they closed a meeting Friday to media and public. But the decision suggests city staff is a tad ethically challenged.

...If the credibility of the public debate is undermined because citizens believe decisions are being made in a smoke-filled room behind closed doors, the council's credibility will be tainted.

The Friday meeting met the letter of Minnesota law, but it failed the test of enlightened public policy. It indicated Moorhead city staff have less public relations sense than Martha Stewart.
Situation #1 - The “Public” Interest

Lessons Learned:
• Value of Educating Your Board and (hopefully) Board Support
• Value of Professional Associations, Colleagues, Family and Others
• Benjamin Franklin & Morrie Lanning

Question #2: Were there alternative approaches, decisions or actions that could have avoided the ethical conflict?

by Stephen M. Klugewicz
Moorhead passes smoking ban in all public workplaces
by Bob Reha, Minnesota Public Radio
June 22, 2004

Ralph’s, a bar in Moorhead, is one of the many establishments which would have to ban smoking under an ordinance passed by the city council. It is scheduled to go into effect Sept. 1. (MPR Photo/Bob Reha)
Ethics in Action!
When it's Your Duty to Say “No”.

When Ethical Tenets Collide - Situation #2

**Tenet 1** - Be dedicated to the concepts of effective and democratic local government by responsible elected officials and believe that professional general management is essential to the achievement of this objective.

&

**Tenet 5** - Submit policy proposals to elected officials; provide them with facts and advice on matters of policy as a basis for making decisions and setting community goals; and uphold and implement local government policies adopted by elected officials.
Ethics in Action!
When it’s Your Duty to Say “No”.

When Ethical Tenets Collide – Situation #2

VS.

Tenet 3 - Be dedicated to the highest ideals of honor and integrity in all public and personal relationships in order that the member may merit the respect and confidence of the elected officials, of other officials and employees, and of the public.

&

Tenet 4 - Recognize that the chief function of local government at all times is to serve the best interests of all people.
Situation #2 - No Place to Rest

Background - Chisago County is a collar county to Minneapolis-St. Paul, boasting affordable housing, small cities and rural homes/farmsteads, great schools and outdoor amenities, proximity to major employment/educational opportunities and other urban amenities, and a relatively homogeneous community of 3rd and 4th generation European-Americans.

In 2016, a small group of Bosnian Muslims from Minneapolis purchased land in Chisago County for a private cemetery. Requiring a Conditional Use Permit (CUP), the group, the Bosnian community’s request quickly became embroiled in a larger, ugly local and national debate over religion and bigotry.
Situation #2 - No Place to Rest

Issues at Play:
• National vs. Local
• Land Use Controls vs. Religious Liberty
• Public Interest vs. Property Rights
• Legislative Intent vs. Action
• Social Media vs. Official Record

Question #1: What is one’s ethical obligations when it comes to questionable practices or activities? What about when such directly impacts a specific population or interest?
Situation #2 - No Place to Rest

Challenge - Increasingly racist messages colored the Board’s public policy discussion of legitimate land use issues and race- and religious-based opposition.

Recommended approval from the Planning Commission turned to a 3-2 decision to deny the CUP, prompting media scrutiny, public Data Practices requests, litigation, employee whistleblower claims, and a federal Civil Rights investigation.

The County Manager represented the primary nexus for Board action and resulting challenges - knowledgeable of the factors weighed in its deliberations and also charged to carry out and defend its decision.
If they are allowed the cemetery will they then wish to build a Mosque near there as well?
Fri at 10:24 AM · Like

This must be stopped, we do not need Muslims and or Islamic Terrorists in chisago county.
Fri at 10:30 AM · Like

Why can't they find land that is closer to Minneapolis where their Mosque is?
Fri at 10:43 AM · Like

Or back in their sandbox where they belong.
Fri at 10:53 AM · Like

This was voted down at the Wednesday meeting due to the potential loss of land and home value
Fri at 10:59 AM · Edited · Like · 1

A voicemail from Bob (last name redacted by the County):

grant any variances or conditional uses to do this. I'm aware that they're probably threatening to sue. I do believe we'll have a new administration in the federal government soon that will maybe look out more for the regular people who
VIA U.S. MAIL & E-MAIL

Chisago County Board of Commissioners
c/o Janet Reiter
Chisago County Attorney
313 N. Main St.
Room 373
Center City, MN 55012

Dear Commissioners:

This is to inform you that the Department of Justice has initiated an investigation into Chisago County’s (“the County”) zoning and land use practices pursuant to the Religious Land Use and Institutionalized Persons Act of 2000 (“RLUIPA”), 42 U.S.C. §§ 2000cc, et seq.
Situation #2 - No Place to Rest

Lessons Learned:
• Value of Informing Your Board and (hopefully) Retaining Board Support
• Understanding your Employees’ Ethical Struggles and Needs
• Value of Professional Associations, Colleagues, Family and Others
• Legal ≠ Ethical
• Doing Things Right (“let the courts decide”) ≠ Doing the Right Thing
• No Good Deed Goes Unpunished

Question #2: Do ethical obligations outweigh or require us to do more than just the performance of our duties to the best of our abilities?
Ethics in Action!
When it’s Your Duty to Say “No”.

When Ethical Tenets Collide – Situation #3

Tenet 1 - Be dedicated to the concepts of effective and democratic local government by responsible elected officials and believe that professional general management is essential to the achievement of this objective.

VS.

Tenet 7 - Refrain from all political activities which undermine public confidence in professional administrators. Refrain from participation in the election of the members of the employing legislative body.
Situation #3 - Ethical Lobbying?

**Background** - The County sought State bond support for a major capital project and began an active lobbying campaign, utilizing staff, elected Commissioners, and a well-paid lobbyist. Under Minnesota law, persons representing the county in state legislative activities must register as a lobbyist. State law also strictly regulates political fundraising activities and the giving/receiving of gifts and gratuities.

**Issues at Play:**
- Gifts vs. Legitimate Expenses
- Representation vs. Political Activity
- Legal vs. Ethical Lobbying

**Question #1:** Are there bright lines for you in terms of Gifts? Lobbying?
Situation #3 - Ethical Lobbying?

Challenge - Much lobbying occurs during off-legislative season or as part of the biennial campaign season. This includes participation in both partisan and individual fundraising activities. While one can typically limit a contribution at these activities to the “cost of benefit received (i.e. food, entertainment, etc.), you often still get listed as an active donor or supporter.

Lessons Learned:
• Value of Setting Parameters
• Legal (letter of the law) ≠ Ethical (intent/ action/ perception)
• “Shadowboxing” is still a deliberate, conscious activity
• Representational Gifts & Lobbying are inherently risky activities

Question #2: Are there ethical alternatives to professional lobbying practices?
Summary Themes

Ethical Lessons Learned When Saying “No”

I. Educate and Inform your Elected Body on Ethical Issues
   • As a part of your Performance Evaluation (before an issue arises)
   • As part of your communication as to action/decision (as an issue is addressed)
   • As part of your “after action” review (as an issue is concluded)

II. Educate your Staff (and Community) on Ethical Issues
   • As a part of Performance Goals and Evaluations
   • As part of Professional Development (GFOA, IACP, IAFC, etc.)
   • As part of your communications as to decision/action
   • As part of your review, reporting and accountability
Summary Themes

Ethical Lessons Learned When Saying “No”

III. Seek Out Support During the Tough Times
- From Formal and Informal Professional Associations and Networks
- From your Board, your Staff, and your Community Leaders
- From your Family, Friends and Personal Support Groups
- From EAP, Medical and other Providers

IV. Help Others with Similar Challenges
- When ready, consider sharing your story and experience
- Proactively reach out to others in need
Summary Themes

Questions or Comments?
Ethics in Action!
When it’s Your Duty to Say “No”.

REFERENCES/CREDITS!

• ICMA Code of Ethics & Related Case Studies; https://icma.org/icma-code-ethics
• The University of Texas at Austin McCombs School of Business - open source https://ethicsunwrapped.utexas.edu/case-studies
• Harvard Kennedy School Case Program - fee based https://case.hks.harvard.edu/topics/ethics/
• The Australian and New Zealand School of Government - open source https://www.thecasecentre.org/educators/search/results?s=8CD62342CF1182E641A40526A2EB980E
• Public Relations Society of America - open source https://www.prsa.org/ethics/resources/ethics-case-studies/
Ethics in Action!
When it’s Your Duty to Say “No”.

REFERENCES/ CREDITS!

- University of Washington Evans School of Public Policy & Governance - Open source https://www.hallway.org/
- GFOA Code of Professional Ethics; http://www.gfoa.org/membership/code-professional-ethics
- Law Enforcement Code of Ethics; https://www.theiACP.org/topics/ethics
- National Society for Professional Engineers; https://www.nspe.org/resources/ethics/code-ethics

Crushed it!
Polling Question #3

Where would you suggest your agency give additional attention to bolster its ethical foundations?

a. Educate and inform your elected body on ethical issues
b. Educate your staff (and community) on ethical issues
c. Seek out support during the tough times
d. Help others with similar challenges
e. Other (send via “Question” function)
Ethics in Action Webinar

Nicholas Finan
Texas City Management
Ethics Chair
2019
Commonly Encountered Ethical Issues

A. Gifts

B. Running for Public Office
Gifts Come In All Shapes and Sizes
Stories on Gifts:

Ice Cream Cone - Be sensible

Ham during Holidays

Trips, events, golf outings
Elections are taboo. No to Federal, State, County, Local
The New Twist
Is it Ethical to drop out of ICMA to run for office and then rejoin after you lose or have completed your service?
Creating the Organizational Culture
• Set Example First
• Post Code of Ethics in a prominent location in Office
• Speak about ICMA’s code
• Adopted Policies
• Establish City Program, not just policies
Establish City Program, not just policies

- City of Character, Character Cities, Character First, International Association of Character Cities,
- Employee Council/Advisory Groups
- Staff Meetings
- Work with Vendors and Organizations outside and let them know how governments are different
- Employee Commitment Statement (City of Bellaire) Orientation of new employees, in evaluation, quarterly management team meetings
- City of Pflugerville, Alvin, Texas - CM meets during Orientation and speaks of ethics, internal ethics committee
4.06 CONDUCT AND WORK PERFORMANCE

It is each employee’s responsibility to follow the City’s policies, procedures, and job performance standards in carrying out their job duties. Violations of these policies or procedures or inadequate job performance may result in disciplinary action as the City deems appropriate. The following is a list of acts which may result in such disciplinary action. However, it would be impossible to list every possible violation of the City’s standard of behavior or work performance, the list is not exclusive and is included only for purposes of examples of such violations.

a) Violation of the criminal laws of the United States or any state or municipality thereof;
b) Any conduct contrary to the City’s equal employment opportunity policy, including verbal or physical conduct constituting sexual or other prohibited harassment;
c) Violation of any provisions of the Statutes, ordinances, rules or regulations which may be prescribed by the Mayor or Department Head;
d) Dishonest or fraudulent conduct, including but not limited to false, misappropriation of, or unauthorized removal of the City’s or fellow employees’ funds or property;
e) Tamper or unauthorized use of City vehicles, equipment, or property;
f) Discreditment of the City’s business records, including but not limited to employee time records, expense reports, and requests for reimbursement or any other information required by the City;
g) Claims of sick or emergency leave under false or misleading pretenses;
h) Insubordination; refusal to comply with instructions, or the failure or refusal to perform assigned duties;
i) Unsatisfactory job performance: inability to perform job duties; neglect of duty or leaving while on duty;
j) Violation of the City’s Alcohol and Drug Abuse Policy;
k) Failure to obey health and safety rules or property report accidents or personal injuries;
l) Habitual absenteeism or tardiness;
m) Physical violence or threat of violence, or insulting, intimidatory, offensive, abusive or obscene language or gestures toward the public, City officers or other employees;

n) Failure or unwillingness to cooperate with other employees when performing assigned tasks, or any interference with the performance of job duties by fellow employees;
o) Disorderly conduct, such as “bothering” practical jokes, which may endanger the City’s operations or the well-being of any employee, citizen or visitor;
p) Negligent or careless acts resulting in damage to City or City’s employees property or equipment;
q) False, violent, or malicious statements or criticism of the City, its employees, or its services that interferes with productivity or job performance or with harmonious public or employee relations;
City of Bellaire

Welcome to the City of Bellaire Team! We are pleased you have chosen to join us in service to the citizens of this great City. Being a premier public sector employee requires a public servant conviction as well as public servant behavior. The Employee Commitment Statement below was developed to clearly communicate what this means, and our expectations of you. As a member of a premier employer, our employees put this commitment into practice everyday as City of Bellaire ambassadors and diligent public servants.

Employee Commitment Statement

In my capacity as a City of Bellaire Employee, I pledge to do my part to maintain and enhance:

- **Responsiveness** – having an enthusiastic, pro-active approach to serving our internal and external customer base;
- **Customer Service** – committing to the delivery of efficient and cost effective services in a courteous and caring manner;
- **Competence** – understanding the importance and responsibility of performing your role in the organization successfully, efficiently and ethically;
- **Safety Awareness** – being cognizant of your environment, and how it impacts the overall well being of yourself and others;
- **A Positive Environment** – fostering an open-minded approach to serve and support the organization and the community;
- **Teamwork** – maintaining respectful and collaborative cooperation among all employees and others in the course of performing our jobs.

Established 2015
City of Bellaire Evaluation

**Job Dimensions:**

**Customer Service, Public Contact & Responsiveness:** Having an enthusiastic, proactive approach to serving all internal and external customer bases. Contributing to the delivery of efficient and cost-effective services in a courteous and caring manner involves communicating with the public (e.g., citizens, special interest groups, boards and commissions, users, and other agencies) and the use of tact, diplomacy, sensitivity, fairness, and ability to explain City policies and procedures and respond within an appropriate time period. Fostering an open-minded approach to serve and support the organization and the community.

- Extremely sensitive and fair with the public. Takes personal responsibility and responds aggressively in working out problems and shows genuine interest in requests.
- Very good interaction with the public. Can be relied on to work with others in a courteous and pleasant manner. Anticipates customer needs and provides appropriate service level.
- Dealt with the public, insensitive and/or manner. Does not aggravate already difficult situation. Typically displays a good work attitude toward the public.
- Occasionally insensitive or unpleased with the public. Sometimes must be reminded to show consideration and respect for public concern and requests.
- Had difficulty in dealing with the public and often and insubordinate. Has received complaints about conduct with the public, and/or been continually reminded to treat the public in a more appropriate manner. Does not respond to fellow internal customers in a timely and satisfactory manner.

**Comments:**

**Competence/Adaptation of Job Knowledge:** Understanding the importance and responsibility of performing your role in the organization successfully, efficiently, and effectively. Involves the degree to which the employee understands and performs job responsibilities. Applies job knowledge to assigned tasks, achieves goals set in previous period that relate to knowledge of the job, and competes in carrying out job duties.

- Exceptional knowledge of job responsibilities and details that are evident in job performance. Utilized as a resource by other staff members.
- Has above average knowledge of job requirements, duties, and details. Demonstrates an understanding of the values and mission of the organization.
- Possesses sufficient knowledge of job duties and details to conduct day-to-day activities at acceptable level.
- Has limited job knowledge. Not thoroughly familiar with duties to perform basic job requirements.
- Lacks knowledge or ability to perform essential and fundamental job requirements.

**Comments:**
Take Aways:

- Giving of gifts common practice in private sector and not unethical, illegal, or looked down upon in most cases - but not the case in government; educate the private sector.
- Just say no, but be sensible on modest, infrequent, trivial gifts.
- Ethics is part of the profession, not part of the membership you hold.
- Your employees reflect on the organization: Employees may not be members of ICMA, but their actions impact the organization and both employees and the organization benefit from learning to be ethical or people of strong character.
Contact Information:

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713.662.8222

Sereniah Brelend
City Manager, Pflugerville, TX
SereniahB@Pflugervilletx.gov
512.990.6101
Polling Question #4

Which of these steps would help your agency’s ethical organizational culture?

a. Clear code of conduct (addressing gifts, conflicts, political activity, etc.)

b. Employee commitment statement

c. Inclusion of ethics in employee feedback and evaluations

d. Other (send via “Question” function)
BUILDING AN ETHICAL CULTURE

LEADERS ROLE

- Zero tolerance for unlawful conduct
- Articulate the values
- Align values with organizational practices
BUILDING AN ETHICAL CULTURE

HIRE PEOPLE WITH STRONG ETHICAL VALUES

° Describe your values/expectations
  ß Job announcement
  ß Job descriptions
° Interview Questions
° Incorporate into the onboarding program
BUILDING AN ETHICAL CULTURE

POLICIES

- Social media
- Conflicts of interest
- Travel
- Nepotism
BUILDING AN ETHICAL CULTURE

SUPPORT SYSTEMS

Discussing ethical issues works

- Ethics training
- Regular conversations on “ethics in the trenches”
- Be clear that “how” we achieve results matters
WHISTLEBLOWING AND REPORTING

- Develop a reporting process/protocol
- Create a secure, safe reporting pathway
- Allow complaints to be made anonymously or off the record.
- Use an external third hotline
THE INVESTIGATION

- Assume positive intent
- Get all the available facts
- Escalate review as appropriate
- Evaluate who is best to investigate
- Match the response to the violation
  - Nature of the violation
  - Clear standards and training
  - Prior violations/willfulness
  - Level of responsibility
- Recover and rebuild
ASSESS YOUR PROGRESS

- How are we doing?
  - Employee surveys
  - Cultural assessments
- Revisit the strategy
Safeguards for Your Organization

- Train on Ethics
- Good policies
- Investigate Complaints
- Take Necessary Action
- Be Transparent
- Front Page Test
- Use Your Head!
Do the Right Thing!

“C’mon, c’mon — it’s either one or the other.”
Polling Question #5

Which areas would particularly benefit from attention in your agency?

a. leaders‘ role--zero tolerance, values, and link to practices
b. hiring people with strong ethical values-interviews/onboard
c. policies--social media, conflicts, travel, nepotism
d. support systems--training, conversations, discuss the "how"
e. whistle blowing and reporting--safe process, hotline, etc.
Post-webinar discussion questions

a. What ethical areas are of particular concern for our agency?

b. What efforts would help our agency strengthen its ethical culture?

c. Which resources would we like to tap to support our efforts?
Find helpful resources online

http://icma.org/coaching

See, for example, #69: “Psychological Safety”

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Polling Question #6

How was this webinar of value to you and your agency? (check all that apply)

a. learning about ethical standards & guidelines in local gov't
b. hearing practitioners describe real situations & solutions
c. identifying areas where your agency might focus
d. stimulating interest in giving attention to ethics
e. Other (please send via “Question” function)
Contacts for today’s session

Presenters:

* Martha Perego, Director of Member Services and Ethics, ICMA
  mperego@icma.org
* Nick Finan, Executive Director, Management Services, Texas City, TX, and Ethics Committee Chair, Texas City Management Association
  nfinan@texascitytx.gov
* Bruce Messelt, County Administrator, Chisago, MN, and Professional Conduct Committee Chair, Minnesota City/County Management Association
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Don Maruska, Director, ICMA Coaching Program
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Please be sure to complete the post-webinar survey. We value your input.
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https://attendee.gotowebinar.com/register/5965178631662043138

“Encouraging Inclusive Communities”
10:00 - 11:30 a.m. PT (1:00 - 2:30 p.m. ET), Wednesday, June 12, 2019
Registration link:
https://attendee.gotowebinar.com/register/461575377852771330

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CITY OF TEXAS CITY

SOCIAL MEDIA POLICY
Social Media Policy

A. POLICY/PURPOSE

City of Texas City departments may utilize social media and social network sites to further enhance communications with various stakeholder organizations in support of City goals and objectives. City officials and City organizations have the ability to publish articles, facilitate discussions and communicate information through various media related to conducting City business. Social media facilitates further discussion of City issues, operations and services by providing members of the public the opportunity to participate in many ways using the Internet.

B. GENERAL PROVISIONS

1. All City of Texas City social media sites shall be (1) approved by the Mayor, Director of Information Technology and the requesting Department Head; (2) published using approved City social networking platform and tools; and (3) administered by the Department of Information Technology or their designee. Designees can be any department employee or volunteer designated by the requesting Department Head that has a complete understanding of this policy and has appropriate content and technical experience.

2. All City of Texas City social networking sites and entries shall adhere to applicable state, federal and local laws, regulations and policies including all Information Technology and Records Management City policies and other applicable City policies.

3. Texas Public Information Act and e-discovery laws and policies apply to social media content and therefore content must be able to be managed, stored and retrieved to comply with these laws.

4. All social network sites and entries shall clearly indicate that any articles and any other content posted or submitted for posting are subject to public disclosure.

5. Content submitted for posting that is deemed not suitable for posting by a City of Texas City social networking moderator because it is not topically related to the particular social networking site objective being commented upon, or is deemed prohibited content based on the criteria outlined in this policy, shall be retained pursuant to the records retention schedule along with a description of the reason the specific content is deemed not suitable for posting.

6. The City reserves the right to restrict or remove any content for any reason. The City’s decision is final.

7. Each City of Texas City social networking site shall include an introductory statement which clearly specifies the purpose and topical scope of the blog and social network site. Where possible, social networking sites should link back to the official City of Texas City Internet site for forms, documents and other information.

8. City of Texas City social networking content and comments containing any of the following forms of content shall not be allowed for posting:
a. Comments not topically related to the particular site or blog article being commented upon;

b. Profane or obscene language or content;

c. Content that promotes, fosters, or perpetuates discrimination on the basis of race, creed, color, age, religion, gender, marital status, status with regard to public assistance, national origin, physical or mental disability or sexual orientation;

d. Sexual content or links to sexual content;

e. Content that is considered degrading, demeaning, harassing, or bullying.

f. Solicitations of commerce;

g. Conduct or encouragement of illegal activity;

h. Information that may tend to compromise the safety or security of the public or public systems; or

i. Content that violates a legal ownership interest of any other party.

9. All City social networking moderators shall be trained regarding the terms of this City of Texas City policy, including their responsibilities to review content submitted for posting to ensure compliance with the policy.

10. All social networking sites shall clearly indicate they are maintained by the City of Texas City and shall have City of Texas City contact information prominently displayed.

11. Where appropriate, IT security policies shall apply to all social networking sites and articles.

12. Employees representing the City of Texas City via social media outlets must conduct themselves at all times as a representative of the City and in accordance with all City of Texas City Personnel Policies.

13. Employees found in violation of this policy may be subject to disciplinary action, up to and including termination of employment.

C. EMPLOYEE GUIDANCE FOR PARTICIPATING IN SOCIAL NETWORKING

The City of Texas City understands that social networking and Internet services have become a common form of communication in the workplace and among stakeholders and citizens. Social networks are online communities of people or organizations that share interests and/or activities
and use a wide variety of Internet technology to make the interaction a rich and robust
experience.

Employees that choose to participate in social networks while a City employee should adhere to
the following guidelines.

1. City policies, rules, regulations and standards of conduct apply to employees that engage in
social networking activities while conducting City business. Use of your City e-mail address and
communicating in your official capacity will constitute conducting City business.

2. Employees who participate in social media outlets on or off-duty are subject to the same
standards for such communications as set forth in the City of Texas City Personnel Policy.

3. City employees shall notify their supervisor and the IT department if they intend to create a
social networking site or service to conduct City business.

4. Departments, with the approval of the Mayor, have the option of allowing employees to
participate in existing social networking sites as part of their job duties. Department Heads may
allow or disallow employee participation in any social networking activities in their departments.

5. Confidential or proprietary information or similar information of third parties who have shared
such information with the City of Texas City should not be shared on social media outlets.

6. Employees shall follow all copyright laws, public records laws, retention laws, fair use and
financial disclosure laws and any others laws that might apply to the City or your functional area.

7. Employees shall not cite vendors, suppliers, clients, citizens, co-workers or other stakeholders
without their approval.

8. When participating in social networking sites not related to City business, an employee shall
make it clear that they are not speaking on behalf of the City of Texas City but speaking in their
capacity as a private citizen. If an employee publishes content on any website outside of the City
of Texas City and it has something to do with the City of Texas City, the employee shall use a disclaimer such as: “The postings on this site are my own and don’t necessarily represent the City’s positions or opinions.” It should be noted however that a disclaimer will not prevent an employee from being disciplined if their
communication has the effect of violating any City policy.

9. Employees shall not use ethnic slurs, profanity, personal insults, or engage in any conduct that
would not be acceptable in the City’s workplace. Avoid comments or topics that may be
considered objectionable or inflammatory.

10. If an employee identifies one’s self as a City employee, the employee shall ensure that their
profile and related content is consistent with City of Texas City performance and conduct
standards regarding how to present one’s self to colleagues, citizens and other stakeholders.
11. While the City of Texas City encourages its employees to enjoy and make good use of their off-duty time, City employees may be subject to discipline if their activities on or off duty have the effect of disrupting the functioning or efficiency of the workplace. Activities which are considered disruptive include, but are not limited to, harassing, demeaning, or creating a hostile working environment for any official or employee; disrupting the smooth and orderly flow of work within the City; or disrupting working relationships. In addition, employees are subject to discipline for inappropriate activities, on or off duty, if they are acting pursuant to their official duties, or if they engage in inappropriate conduct or speech on private employment matters.

APPENDIX A

DEFINITIONS

For the purpose of this City of Texas City Social Media Policy, the following terms are defined as provided below:

A. Social Media and Social Networking: Both terms are used to refer to social Internet sites or websites wherein information is created, exchanged or provided by/to third parties and individuals. Examples of social media include Facebook, blogs, MySpace, RSS, YouTube, Second Life, Twitter, LinkedIn, Delicious, Flicker, and blogs of all types, etc.

B. City of Texas City social networking moderator: A designated City of Texas City official, approved by the Director of Information Technology and the requesting Department Head, who creates, reviews, edits, authorizes and/or allows content to be posted on any City of Texas City social media sites.

C. Article: An original posting of content to a City of Texas City social media site by a City of Texas City moderator.

D. Commenter: A City of Texas City official or member of the public who submits a comment for posting in response to the content of a particular City of Texas City article or social media content.

E. Comment: A response to a City of Texas City article or social media content submitted by a commenter.
CODE OF CONDUCT
ANNUAL DECLARATION OF PERSONAL CIRCUMSTANCES

Note: Completion of this questionnaire acknowledges that the undersigned has read it in full and understands the Code of Conduct policy statement adopted by the City Commission. (Please read page 2 and 3 before completing this page)

I. Do you or any member of your family have any interest in any concern which:
   a. sold, rented, or furnished any goods, properties, or services to the City during the last twelve (12) months?
   b. had any other business connections with the City, or conducted any personal business activities that could be in conflict or a potential conflict with the City?

Answer: _____________________________________________  ____________

II. Have you received income for services performed from sources other than your full-time employment with this City? Answer: _____ If yes, please list all other sources of income from commissions or salaries and the percentage of your time devoted to such activities:

____________________________________   ____________________________  __________________________________

III. Do you or members of your family have a license to sell real estate, insurance, or securities? _____ If yes, list the broker or agency with which the license is maintained and whether or not you have received income from transactions during the past year.

________________________________________________________________
________________________________________________________________

IV. Other disclosures: _________________________________________________
________________________________________________________________

This is to certify that I have read the attached information and to the best of my knowledge I have not violated the terms and conditions therein.

____________________________________, 2018
Date                                               Employee Signature

Reviewed by Department Head                           Reviewed by Mayor
For the guidance of persons affected, the following examples are cited. They obviously cannot cover all possible situations and are to be considered only as representative. Where doubt or questions exist, it is suggested that it be resolved in favor of full disclosure. Examples illustrating, but not limiting, areas of possible conflict which shall be disclosable are:

1. Receiving anything of substantial value (a value in excess of $50.00) from persons or firms negotiating or contracting with the City or likely to have dealings with the City.
2. Participating in any negotiations or dealings on behalf of the City with any firm in which such department head or employee directly or indirectly has an interest through stockholding or otherwise, except a normal investment not significant in amount and where the transactions between the City and such firm would not tend to affect the value of such interest or stockholding. This same principle should apply to negotiations or deals with any person.
3. Rendering services, with or without compensation, as a director, employee or consultant to any person, firm or corporation competing, dealing or seeking to deal with the City.
4. Using or divulging to others for his/her personal profit, or that of an immediate family member, any data, plans, decisions, or other confidential information to which he/she has access by reason of his/her position with the City.

It is important to realize that the impartial judgment of even the most well meaning person may tend to be swayed (or may be believed by others to be swayed) if their personal economic interests, or those of their immediate family, are affected in any way by the business they transact on behalf of the City. Therefore, the above examples, as well as other possible conflict situations should be carefully considered with respect not only to the department head or employee, but also with respect to any member of their immediate family.

**Staff Responsibility**

It shall continue to be a practice (1) to appraise the City Commission, as well as all the department heads concerned, of the general backgrounds and the specific assignments of persons who join the City at higher levels of trusts, and (2) to hold department responsible for knowing the quality of the character and the work of their subordinates and for taking the appropriate action to direct or remove deviants from unacceptable character or performance standards.

The City Charter will provide the philosophical basis by which your participation in transactions which involve the City will be judged. The Charter provision is as follows:

No member of the Commission nor any officer or employee of the City shall have a financial interest, direct or indirect, in any contract with the City, or be financially interested directly or indirectly, in the sale of the City of any land, materials, supplies or service, except on behalf of the City as an officer or employee. Any violation of this section shall constitute malfeasance in office and any officer or employee of the City found guilty thereof shall thereby forfeit his
office or position. Any violation of this section with the knowledge expressed or implied of the person or corporation contracting with the City shall render the contract voidable by the mayor or the commission. (Article XVIII, Section 2, Personal Interest.)

INSTRUCTIONS

1) Please answer “yes” or “no”. If “yes”, give full details on supplementary sheet.
2) By “your family” is meant yourself, your husband or wife, and the brothers, sisters, ancestors, and descendants of you or your wife or husband.
3) By “any interest” is meant any interest, direct or indirect, including that of officer director, shareholder, partner, proprietor, agent, executor, trustee, or beneficiary.
4) By “any concern” is meant corporation, association, partnership, trust, estate, sole proprietorship or individual.
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Trust in local government remains at a high level. According to the results from Gallup’s 2018 annual Governance poll, 72 percent of American adults say they have a “great deal” or a “fair amount” of trust in their local government (see Figure 1). Gallup characterizes this as a trend that has varied little over the past two decades.

This should be welcome news for the thousands of leaders, managers, and staff who work with elected officials to deliver essential services and improve the quality of life for their residents. Trust is an essential component for success in any relationship. For those in the public sector, it is the essential ingredient for delivering on the promise of a successful, equitable, and effective democracy.

To what do we owe this rating? As with any complex issue, a variety of factors come into play. Legal standards, along with enforcement, play a critical role. Financial disclosure laws at the state level bring transparency, which may even deter personal business relationships between public officials and entities doing business with local governments. Those relationships present either a conflict of interest in fact or appearance, both of which can erode the public’s confidence in decisions made by local governments and their officials.

Some laws like California’s Political Reform Act go as far as to prohibit decisionmakers, whether elected or appointed, from having any financial interest in an official transaction. Recusal is not an option; the transaction itself is illegal.

In an effort to dispel a “pay-to-play” perception, all states have legislation regulating the gifts that elected and appointed officials can receive. They vary widely, however, on such critical components as defining what constitutes a gift, source of the gift, single dollar value, annual dollar limits from a single source, and disclosure.

Ethics laws lay a critical foundation, and until they are far more stringent and uniform, are insufficient to improve the ethical climate. The gap between conduct that meets the legal test, yet is cringeworthy, is huge. Success depends on a more holistic, authentic approach to building an ethical culture within an organization.

ICMA members, with their commitment to the profession’s Code of Ethics, can influence public trust by their very actions and conduct day in and day out. Yet how do they ensure that the organizations they lead and work in function at those highest levels of ethics? Leadership sets the tone, although creating an ethical culture requires more than just an ethical leader.

ICMA promotes a comprehensive strategy that encompasses setting organizational standards by a code of conduct supported by good policies; incorporating those standards into who is hired, retained, and promoted; providing rigorous real-world training on organizational...
standards and ethics; and providing safe, secure opportunities for people to seek advice and report potential wrongdoing.

In 2018, ICMA partnered with Sacramento State University in the “Ethics in Local Government Survey” to learn more about the current status of ethics standards, policies, and training in local government. The survey was distributed to ICMA member chief administrative officers to answer on behalf of their local governments, which may operate under a council-manager, mayor-council, or another form of government.

The survey was made available to 3,093 ICMA members affiliated with municipalities, counties, councils of governments, and special districts in the United States. A total of 838 members completed the survey, yielding a response rate of 27.1 percent. This article discusses the 2018 survey’s findings.

### Organizational Code of Ethics

Some 63 percent of respondents developed their own code of ethics. Setting the values that drive the conduct of everyone in an organization is a critical first step to building an ethical culture. Absent a uniform standard, people are relying on the standards set by their professional association, regulations that may be adopted by the state, or their own assessment of what is okay.

This presents an enormous risk to the organization. It is not that people are lacking in values or are nefarious by nature. The reality is that many ethical mistakes happen because people don’t understand the organizational norms or expectations.

In developing their code, 70 percent of the organizations relied on staff for the effort. If the purpose of a code is to influence behavior then having input, engagement, and ownership by everyone is important. Here is...
The survey identified 11 areas that pose ethics quandaries or landmines for local government staff and elected officials. The areas are setting values or norms, social media policy, internet usage policy, acceptance of gifts or favors, political activity, use of public resources, conflicts of interest, nepotism, appropriate conduct in the workplace, outside employment, and decision making in the public interest.

As to whether organizations address these issues in a code of conduct or by policy, the results were split. Perhaps it is clearer to report on the frequency where these issues are not addressed at all (see Figure 2). The key point from Figure 2 is the fact that a third of survey respondents haven’t addressed the use of social media as it relates to work.

Regular training on an organization’s code sends the message from leadership that ethical conduct and an ethical approach to work matters. Done well, it provides practical guidance to assist elected officials, staff, and volunteers who represent the organization on boards and commission to make wise decisions.

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have a formal process, the overwhelming majority (85 percent) allow complaints to be made anonymously or off the record.

Based on the survey results, this is an area requiring additional focus and effort. More than half (52 percent) of the responding local governments do not incorporate ethics in the employee recruitment and selection process.

For those that do, presenting ethical scenarios in the oral interview was by far the most common method to assess the ethical competency or awareness of an applicant (74 percent). Providing situational questions to be included in a written exam was the least selected method (25 percent).

Other approaches related to an effort to recruit ethical staff included providing the applicants with a copy of the organization’s code and including it in the job announcement.

ADVICE AND ENFORCEMENT

Depending on how the position is resourced, an ethics officer in an organization can offer advice to officials and staff on ethical dilemmas, manage compliance-related issues, and provide training or oversee the training program. In the private sector, compliance officers are given.

The vast majority of responding local governments (86 percent) do not have an ethics or compliance officer. Where the position exists, in over half the organizations responding the position reports to the chief administrative officer.

The results dispel to some extent what might be a common assumption that it is the large, complex organizations who need and can afford this luxury. The position is most frequently found in organizations serving communities with populations between 10,000 and 100,000.

Using an entity-wide ethics office, commission, or board is similarly not a common approach. Only 13 percent of organizations responding indicated that they resource these approaches.

An ethics board can serve in a similar capacity. Although given the deliberative nature of a body of individuals, a board might not be as nimble in providing real-time ethics advice.

WHISTLEBLOWING, REPORTING MECHANISMS, AND INVESTIGATIONS

How do local government organizations learn about ethics issues? More than half, 55 percent, have an established process for reporting ethical issues. For those that have a formal process, the overwhelming majority (85 percent) allow complaints to be made anonymously or off the record.

This is a critical process because for the individual taking the step to report an ethics issue there is a risk, be it real or perceived. They may be concerned about employment security and relationships with coworkers. For the organization, it is imperative to create a secure, safe reporting pathway so that managers learn about issues and can address them.

Responding to the array of ways that an issue could be reported, 52 percent use a form submitted to human resources; 20 percent have an internally managed hotline; and 13 percent use an externally managed hotline.

Addressing the issue when reported is the reactive approach. On the proactive side, the survey asked whether identifying and resolving ethical issues is a routine part of the local government’s organizational management. Some 53 percent of respondents said that it is. Their tactics and strategies for doing so is a question for a future survey.

REINFORCING THE VALUES

Good organizations recognize and reward talented employees for their work ethic and achievements. Certainly, one aspect of exemplary performance is adherence to the principle of doing “the right thing the right way.” This is conduct that achieves the desired outcome consistent within the organization’s ethical standards.

Organizations were asked if they recognized staff for “ethical behavior” with an award, personal message, or formal announcement. More than two-thirds of respondents don’t do this on a formal basis. This is yet another area to explore in future research, as perhaps this is a factor already embedded in employee recognition programs or perhaps not.

TAKEAWAY

Developing and supporting ethical professionals on their journey to create and lead ethical organizations has been an integral part of ICMA’s mission since the Code of Ethics was written 95 years ago. This survey is one step on the path to assisting the community of professionals who share this mission.

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Polling Results from “Ethics in Action” – webinar

April 10, 2019

678 locations; 1257 estimated participants in live audience

<table>
<thead>
<tr>
<th>Question</th>
<th>Options</th>
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<tbody>
<tr>
<td>How many people are listening on your line?</td>
<td>78% — just myself, 15% 2-5, 5% 6-10, 1% 11-20, 0% 21 or more — please send number using Question on webinar</td>
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<tr>
<td>Which of these ethical issues are of particular interest to you or your agency? [click all that apply]</td>
<td>42% acceptance of gifts or favors, 48% conduct in the workplace #MeToo, etc., 64% conflicts of interest/public interest, 39% political activity, 61% social media</td>
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<td>Where would you suggest your agency give additional attention to bolster its ethical foundations?</td>
<td>76% educate and inform your elected body on ethical issues, 88% educate your staff (and community) on ethical issues, 41% seek out support during the tough times, 27% help others with similar challenges, 2% other (send via “Question” function)</td>
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<td>Which of these steps would help your agency’s ethical organizational culture?</td>
<td>77% clear code of conduct (gifts, conflicts, political activity), 62% employee commitment statement, 71% inclusion of ethics in employee feedback and evaluations, 3% other (send via “Question” function)</td>
</tr>
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<td>Which areas would particularly benefit from attention in your agency?</td>
<td>64% leaders’ role—zero tolerance, values, and link to practices, 58% hiring people with strong ethical values—interviews/onboard, 61% policies—social media, conflicts, travel, nepotism, 74% support systems—training, conversations, discuss the “how”, 41% whistle blowing and reporting—safe process, hotline, etc.</td>
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<td>How was this webinar of value to you and your agency? [check all that apply]</td>
<td>52% learning about ethical standards &amp; guidelines in local govt, 86% hearing practitioners describe real situations &amp; solutions, 54% identifying areas where your agency might focus, 52% stimulating interest in giving attention to ethics, 1% other (please send via “Question” function)</td>
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