ETHICS IN ACTION – free webinar

1:00 - 2:30 p.m. Pacific Time, Thursday, May 19, 2016

*** Advance registration required for this no-charge webinar ***
https://attendee.gotowebinar.com/register/5919256403761304321

Webinar topics:
1. Why are ethics important in the local government profession?
2. What are common ethical challenges and how can you navigate them?
3. What are best practices for promoting ethics in action?
4. What resources are available to support you?

Presenters:
* Martha Perego, ICMA Director of Member Services and Ethics
* Nick Finan, Director of Management Services, Texas City, TX, and TCMA Ethics Chair
* Steve Schainker, City Manager, Ames, IA

Audience: All local government professionals and up and comers

1. Register for the Webinar:
   There is no charge for participating in the webinars, but each requires advance registration.

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https://attendee.gotowebinar.com/register/5919256403761304321

NOTE: Please whitelist "customercare@gotowebinar.com" to receive confirmation email for the webinar.

Can’t make the live webinar? Register for the webinar and get an automatic email notice when the digital recording is available.

2. Connect with the webinar and audio:

Use your logon information from the email confirmation you receive via email from GoToWebinar. We recommend the telephone option dial-in number provided by
GoToWebinar for sound quality. Depending upon your internet connection, VOIP option for audio (computer speakers) can have delays or sound quality issues.

3. Ask questions:

You may submit questions anonymously via email to ICMACoaching@donmaruska.com in advance or via the webinar during the panel discussion. As moderator for the session, Don Maruska will pose the questions.

4. Presenters' presentation materials: We post these with the Agenda at “Agendas & Archives” tab of http://icma.org/coachingwebinars. The PPT will be available 24 hours before the webinar.

After a webinar occurs, a digital recording along with a PDF of the presentation materials and results of the polling questions will be available after 24 hours at the "Agendas & Archives" tab of http://icma.org/coachingwebinars.

Post-Webinar Group Discussions:

Many agencies are organizing 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. Use the Coaching Program as an effective way to enhance professional development in your agency. Here are some discussion starters for this session.

a. What can we learn from our agency's past experiences with ethical issues?
b. What kinds of ethical issues are particularly important for our agency as we go forward?
c. What strategies sound useful for supporting a strong ethical culture in our agency?
d. What resources would we like to explore to support our efforts?

MORE RESOURCES--See http://icma.org/coaching for valuable resources to boost your career. Sign up for the complimentary email list at http://icma.org/coachinglist to keep informed of the details for future ICMA Coaching Program sessions and other resources.

Enjoy the resources and support to thrive in local government.

Don Maruska, MBA, JD, Master Certified Coach
Director, ICMA Coaching Program – thrive in local government
Author of “Take Charge of Your Talent” www.TakeChargeofYourTalent.com
Martha Perego, ICMA Director of Member Services and Ethics

Martha has been with ICMA since 1998 and currently serves as the Director of Member Services and ICMA’s ethics program. In this capacity, she provides advice, guidance and training to ICMA members on applying the principles of the ICMA Code of Ethics to the local government profession. Essential to her position, Martha oversees the ethics enforcement process and provides support to the ICMA Committee on Professional Conduct. Martha is also the author of a monthly column Ethics Matter! for ICMA’s PM magazine, consults with local governments on development of ethics policies and codes, and conducts training programs for local government staff and elected officials on ethical issues.

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 The Pennsylvania State University, a MPA from the University of North Carolina at Chapel Hill and completed the Senior Executive Institute at UVA.

You can reach her at mperego@icma.org or 202-962-3668.

Nick Finan, Director of Management Services, Texas City, TX

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.

He does not enjoy running. He only runs to support his hobby, which is eating. However, he did recently complete his single bucket list item: He ran the Boston Marathon in 2013.
Nick Finan has been married to Kimberly Finan for 28 years and has a daughter Alicyn, 26, and a son Brenton, 22.

Steve Schainker, City Manager, Ames, IA

Steven L. Schainker has served as the City Manager for Ames, Iowa, since 1982, making him one of the longest continuously serving managers in the country. A native of University City, Missouri, Steve earned a bachelor’s degree with honors in political science from University of Connecticut, and a master’s degree in public administration from Indiana University. He started his career as a Public Management Intern with the City of Kansas City, Missouri, and later became a Budget and Systems Analyst with the city. In 1979, he accepted the position of Assistant to the City Manager for the City of Ames.

Steve is involved in several professional organizations including the International City/County Management Association, where he has served as Regional Vice President, Executive Board Finance Committee Chairperson, ICMA University Board of Regents, Endowment Fund Committee, Talent Service Advisory Committee, and Credentialing Advisory Board.

As a member of the Iowa City/County Management Association, Steve has served as President, Executive Board Member, Assistant’s Steering Committee State Liaison, Diversity Committee Chairperson, and Professional Development Committee Member. Steve also served on Indiana University’s School of Public and Environmental Affairs Board of Visitors and was named Iowa State University’s first “Resident Practitioner for its MPA program.
Ethical Leadership
Suggested Reading List

1. Blind Spots: Why We Fail to Do What's Right and What to Do about It, Max H. Bazeman and Ann E. Tenbrunsel, 2012
3. The Road to Character, David Brooks, 2015
5. A Leader's Legacy, James M. Kouzes and Barry Z. Posner, 2006
6. Ethics in City Hall, William Thompson and James Leidlein, 2009
10. The 12 Leadership Principles of Dean Smith, David Chadwick, 1999
11. The Cheating Culture, David Callahan, 2004
12. How Good People Make Tough Choices, Rushworth Kidder, 1995 (or anything else he wrote!)
Ethics in Action

Webinar, May 19, 2016

ICMA | coaching program

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Thank you, ICMA-RC!

The ICMA Coaching Program is made possible by our Platinum sponsor:

www.ICMARC.org
State Association Coaching Partners

Cal-ICMA
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CONNETCT TOWN & CITY MANAGEMENT ASSOCIATION

FCCMA
Georgia City-County Management Association

IACMA
Iowa City/County Management Association

KACM
Kansas Association of City County Management

KCCMA

MCMA
Missouri City/County Management Association

NCMA
Nebraska City/County Management Association
A State Affiliate of ICMA

MCMA
Missouri City/County Management Association

MMMA
Dedicated to the Improvement of Local Government

CMAO
City Management Association of Oklahoma

NCMA
Nebraska City/County Management Association

NN

North Carolina City & County Management Association

OCCMA
Oregon City/County Management Association
A State Affiliate of ICMA

APPM
Association for Pennsylvania Municipal Management (APPM)

dedicated to professional & effective local government & management

VLCMA
Virginia Local Government Management Association
A State Affiliate of ICMA

WCMA
Washington City/County Management Association
A State Affiliate of ICMA

Utah City Management Association

ICMA

Maine Town, City and County Management Association
A State Affiliate of ICMA

Wisconsin City County Management Association

Objectives

1. Support ICMA’s strategies by engaging and communicating with state associations
2. Strengthen the ICMA-associate relationship
3. Grow membership and return on investment
4. Develop a cohesive state program

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ICMA
Overview of Session

1. Why are ethics important in the local government profession?
2. What are common ethical challenges and how can you navigate them?
3. What are best practices for promoting ethics in action?
4. What resources are available to support you?

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• **Don Maruska**, Director, ICMA Coaching Program

...and polls and questions along the way.
Polling Question #1

How many people are participating at your location?
Ethics in Action

ICMA Coaching Webinar
May 2016

Martha Perego
ICMA Director of Ethics
Foundations

A true profession is built on the foundation of values

• Who are we?
• What do we stand for?
• To whom are we accountable?
Directions

• Values guide acceptable conduct and decisions

• Ethical conduct builds trust

• Trust is a key ingredient in successful public service
ethical tone & behavior
transparency
engagement
performance
accountability

trust
Integrity and Self

“Being seen as someone who can be trusted, who has high integrity, and who is honest and truthful is essential.”

James M. Kouzes and Barry Z. Posner
A Leader’s Legacy
Personal Integrity

“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.”
Everyone’s Conduct Matters

Does your conduct build and maintain public confidence in your profession, your local government, and in your performance?
The Integrity Tripod

Balancing of ambition, competence, and moral compass

Warren G. Bennis and Robert J. Thomas, Leading for a Lifetime
Ethics in Action

USING THE RIGHT VALUES
THE RIGHT WAY
TO ACHIEVE THE RIGHT OUTCOME
Ethics in Action

THERE IS NO RIGHT WAY TO DO THE WRONG THING
Case in point.....

Senior staff member purchased 4 iPhones and 1 iPad for $900 off a local government contract for personal use. They paid cash to the IT director for the equipment**

The rationale.....
• “Everyone knew about it”
• “Ok because all employees could do this”
• “We’ve done it before”
• “I trusted her”

**You can guess the outcome, can’t you??
The Ethics Challenge

• There are many ways to do the **right** thing the **wrong** way
• The “**right** to do something” doesn’t mean that it is **right** to do
• **Private** virtue is not necessarily **public** virtue
• Not always about **right** versus **wrong** values
Why we miss the mark?

• It’s management’s fault!
• Uncharted territory or inexperience
• Time and peer pressures
• “Rules” mentality
• Failure to “come clean” after the first mistake
• Personal loyalties
• Personal cost to do the right thing is too high
• Rationalize our actions
• Arrogance: rules don’t apply to me
Blind Spots

“When it comes time to make a decision, our thoughts are dominated by thoughts of how we want to behave; thoughts of how we should behave disappear.”
Six Steps to an Ethical Decision

The Law: Is it legal? Does it meet the spirit of the law?

The Rules: Am I violating a policy, process, or rule that everyone else must follow?

Integrity: Am I breaking my word, a trust, a promise, or a value?

Appearances: Do I have a conflict of interest in fact or appearance? Am I the only or prime beneficiary of an offer or service?

Clear Thinking: Is emotion or bias clouding my judgment?

Perspective: Is this my finest hour or one I might regret?
Ethics Matter!

Dealing with Everyday Ethical Issues

by Martha Perego

A training session I conducted recently on building effective supervisory skills generated interesting ethical dilemmas. Here are three that were discussed at the session:

UNETHICAL CONDUCT AT THE TOP
Dilemma: “I saw a new department director do something that I thought was definitely unethical. I didn’t say anything because I didn’t want a confrontation. Nor did I want to do anything that might derail what looks like the beginning of a pretty good working relationship. That said, I can’t ignore the issue. I just have no idea how to start the conversation.”

Response: Regardless of how bad the conduct appears, resist the urge to rush to judgment. Did you witness the whole episode? Do you have all the relevant facts? Do you know precisely what the other person was thinking and what motivated the behavior?

Assume positive intent. Begin the conversation assuming that the individual did not do anything wrong. Ask for an opportunity to talk about your concerns with an emphasis on understanding the context and getting the facts.

If you haven’t had “the talk” with the department director—the one about ethical values and expectations—this might actually be a good, albeit awkward, way to start a critical conversation. You can’t really build an authentic working relationship if you don’t know the other person’s values.

You may be dealing with a misunderstanding, a difference of opinion on where to draw the ethical line in the sand: a willful unethical act or an unintentional mistake. What you learn will guide your next steps.

In the end, it’s better to be clear about ethical standards than to guess. And when, as a leader, one of your direct reports approaches you with a concern about your behavior, you will appreciate just how much courage that takes. Drop the defenses, don’t shoot the messenger, and be kind.

SUPERVISING THE ETHICALLY CLUELESS
Dilemma: “What if there’s a pattern of behavior that is unethical and the employee just doesn’t exercise good
Resources

What's On Your Wall?
Demonstrate your commitment to the highest ethical standards by hanging the ICMA Code of Ethics Frameable version on your wall.

What's on your wall?
The newly revised Code of Ethics is READY to be displayed proudly on your wall!

#icmaethicsmatter | #icmaproud

GET YOURS TODAY!

The ICMA Code of Ethics has been updated to include the new language for Tenet 12 of the ICMA Code of Ethics that now reads: Public office is a public trust. A member shall not leverage his or her position for personal gain or benefit.

Read more about the update.

Download your updated copy of the ICMA Code of Ethics, or contact jdaley@icma.org to get an updated version of the ICMA Code of Ethics suitable for framing.

Take a picture of you with your updated code displayed and tweet it out using #icmaethicsmatter and #ICMAproud.

Join those who have posted what's on their wall on Instagram.
Action Plan for Building an Ethical Culture

• Leaders: Be the Champion
• Set Values for the Organization
• Incorporate Values into Hiring and Review
• Integrate Values into Your Operations
• Provide Training and Resources
• Promote the Values

See the “Action Plan” outline in the Agenda packet for more details.
The Last Word

There is only one way to achieve happiness on this terrestrial ball,

And that is to have either a clear conscience or none at all.

Ogden Nash
Polling Question #2
Which of these Action Plan items would help your agency build an ethical culture?
ETHICS IN ACTION

Infrastructure to Support Local Government Employees in doing the Right Thing

Nicholas J. Finan
ICMA Coaching Program Seminar
May 31, 2016
ETHICS BASED UPON COMMONLY ACCEPTED PRINCIPLES
SERVE AS STANDARDS UPON WHICH WE MUST LEAD OUR LIVES.
WHY SUBJECT OURSELVES TO PRINCIPLES/STANDARDS?
ETHICS IS FOR THE GREATER GOOD

Balancing the individual versus the whole (profession/membership).
Polling Question #3

Which of these describe experience in your agency with ethical issues?
Who determined our Ethics, our principles/standards?

TCMA/ICMA has through its membership

Where are the?

TCMA/ICMA Code of Ethics - 12 Tenets.

(TCMA and ICMA have identical Codes of Ethics)
- Tenets go from very general in nature to very specific description.

- Example of general:

  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.
Example of more specific:

Tenet 12 - Public office is a public trust. A member shall not leverage his or her position for personal gain or benefit.

Guidelines

Gifts. Members shall not directly or indirectly solicit, accept or receive any gift if it could reasonably be perceived or inferred that the gift was intended to influence them in the performance of their official duties; or if the gift was intended to serve as a reward for any official action on their part. The term “Gift” includes but is not limited to services, travel, meals, gift cards, tickets, or other entertainment or hospitality. Gifts of money or loans from persons other than the local government jurisdiction pursuant to normal employment practices are not acceptable. Members should not accept any gift that could undermine public confidence. De minimus gifts may be accepted in circumstances that support the execution of the member’s official duties or serve a legitimate public purpose. In those cases, the member should determine a modest maximum dollar value based on guidance from the governing body or any applicable state or local law. The guideline is not intended to apply to normal social practices, not associated with the member’s official duties, where gifts are exchanged among friends, associates and relatives.

Investments in Conflict with Official Duties. Members should refrain from any investment activity which would compromise the impartial and objective performance of their duties. Members should not invest or hold any investment, directly or indirectly, in any financial business, commercial, or other private transaction that creates a conflict of interest, in fact or appearance, with their official duties. In the case of real estate, the use of confidential information and knowledge to further a member’s personal interest is not permitted. Purchases and sales which might be interpreted as speculation for quick profit should be avoided (see the guideline on “Confidential Information”). Because personal investments may appear to influence official actions and decisions, or create the appearance of impropriety, members should disclose or dispose of such investments prior to accepting a position in a local government. Should the conflict of interest arise during employment, the member should make full disclosure and/or recuse themselves prior to any official action by the governing body that may affect such investments. This guideline is not intended to prohibit a member from having or acquiring an interest in, or deriving a benefit from any investment when the interest or benefit is due to ownership by the member or the member’s family of a de minimus percentage of a corporation traded on a recognized stock exchange even though the corporation or its subsidiaries may do business with the local government.

Personal Relationships. Member should disclose any personal relationship to the governing body in any instance where there could be the appearance of a conflict of interest. For example, if the manager’s spouse works for a developer doing business with the local government, that fact should be disclosed.

Confidential Information. Members shall not disclose to others, or use to advance their personal interest, intellectual property, confidential information, or information that is not yet public knowledge, that has been acquired by them in the course of their official duties.

Private Employment. Members shall not engage in, solicit, negotiate for, or promise to accept private employment, nor should they render services for private interests or conduct a private business when such employment, service, or business creates a conflict with or impairs the proper discharge of their official duties. Teaching, lecturing, writing, or consulting are typical activities that may not involve conflict of interest, or impair the proper discharge of their official duties. Prior notification of the appointing authority is appropriate in all cases of outside employment.

Representation. Members should not represent any outside interest before any agency, whether public or private, except with the authorization of or at the direction of the appointing authority they serve.

Endorsements. Members should not endorse commercial products or services by agreeing to use their photograph, endorsement, or quotation in paid or other commercial advertisements, marketing materials, social media, or other documents, whether the member is compensated or not for the member’s support. Members may, however, provide verbal professional references as part of the due diligence phase of competitive process or in response to a direct inquiry. Members may agree to endorse the following, provided they do not receive any compensation: (1) books or other publications; (2) professional development or educational services provided by nonprofit membership organizations or recognized educational institutions; (3) products and/or services in which the local government has a direct economic interest. Members’ observations, opinions, and analyses of commercial products used or tested by their local governments are appropriate and useful to the profession when included as part of professional articles and reports.
MORE COMMON VIOLATIONS OR QUESTIONS ON APPLICATION OF TENET

TENET 7
• Common sense should dictate. Never your own Council, Board or Commission – DUUHHH!
But cannot campaign or publicly support an elected official at any level: State, Federal, County, Special District, School District, Etc.

Nada, No, Cannot Do, Nope, Niet, Nein

Sorry Snoopy.
We are under a magnifying glass

No Signs in the Front Yard
(or side, back, window, car, etc.)

No Cash/Financial Contributions
▪ Not just prohibited from elections of candidates.

▪ A member should not be out publicly supporting Bond Referendums (own or others), Charter Elections, Propositions, etc.

▪ A member may vote and show support privately by going to the polls and voting.
Exemption:

Advocacy. Newly added.

Be careful, though, cannot impact the community.
Leaving Service Too Early – Tenet 4

No Quick Exit
Minimum of two years.
Gifts – Tenet 12
Previous Slide - looks like a gift

But also has his hands out.

Remember – Business Practice
Friends or not, don’t do it.

Meals, set a modest amount – no elaborate meals.

Don’t fret the small stuff: Koozies, caps, coffee mugs, mouse pads, etc.
Endorsements – Tenet 12

“Greatest Product since slice bread!”

“Could not have done it without Company X!”

“Made the work painless and freed up staff; they were great to work with.”

“I know a lot of engineering companies, and they are definitely an engineering company!”
Avoid Quotes or Pictures in brochures, etc.

Be aware of the request for the “Quality Assurance” or “Follow-up Survey.”

Introductions can be a form of endorsement.
TENETS THERE TO GUIDE US.
BUT OTHER SOURCES, ALSO.
SOURCES FOR ASSISTANCE ON ETHICS DILEMMAS

▪ ICMA
  ▪ Annual Conference
  ▪ Webinars
  ▪ On-line Program
  ▪ Staff – Martha Perego

▪ TCMA
  ▪ Annual Conference
  ▪ TML – Small Cities Problem Solving Clinic
  ▪ King Cole Series
  ▪ Regional Presenters
  ▪ On-line Program
  ▪ TCMA Ethics Committee

▪ Fellow Members
CONCLUSION

▪ Ethics is not based in law
▪ Perception
▪ Give up Rights
▪ Can’t go in and out of membership
▪ Use your resources for assistance
Polling Question #4

Which of these ethics resources does your agency use?
ETHICS IN ACTION

(The Ames Experience)
May 19, 2016

Steve Schainker
City Manager
Ames, Iowa
It all started with a POINSETTIA!
EXAMPLES OF ETHICAL ISSUES

• The Assistant City Manager wants to place a School Board candidate’s political sign in her yard.
EXAMPLES OF ETHICAL ISSUES

• The Public Works Director wants to speak before the Planning & Zoning Commission to voice opposition to a rezoning request that will impact his neighborhood.
EXAMPLES OF ETHICAL ISSUES

• A firefighter wants to post on his Facebook account his belief that an additional fire station is needed to protect the lives of the citizens.
EXAMPLES OF ETHICAL ISSUES

• A Police Captain wants to accept an off-duty job as the director of a human service agency that annually requests funding from the city.
A Building Inspector is offered a cup of coffee from a restaurant owner. The value of the coffee is less than the amount prohibited by the State Gift Law.
EXAMPLES OF ETHICAL ISSUES

• An on-call Electric Line Worker who takes home a City truck, stops off at a dry cleaner to pick up clothes on his way home from work.
EXAMPLES OF ETHICAL ISSUES

• A Maintenance Worker wears his City winter gear outside to cut down a tree in his backyard.
EXAMPLES OF ETHICAL ISSUES

• A Risk Manager who attends numerous out-of-state conferences over the years cashes in the frequent flyer miles earned from these travels for a family spring break trip.
EXAMPLES OF ETHICAL ISSUES

• The Police Chief goes on a fishing vacation with one of his Officers.
Employee behavior will be influenced by:

• Federal Laws
  (Freedom of Speech)

• State Laws
  (Gift Laws)

• City’s Personnel Rules/Union Contracts
  (Off-duty employment)

• Professional Association’s Ethics Code
  (ICMA Code of Ethics)

• Organization’s Culture
  (City’s Values/Adopted Code of Ethics)

• Personal Ethics
  (Values)
Initially, in the absence a city Code of Ethics, we were forced to rely on an employee’s individual Code of Ethics to guide behavior.

Employees were urged to rely on The Newspaper Front Page Test to guide their behavior.
Next, we focused on organization culture, by creating a values driven organization.

We call it

ETP

OR

EXCELLENCE THROUGH PEOPLE
Goals:
Exceptional Service at the Best Price
Enjoyable & Stimulating Work Environment from which Personal and Professional Growth Can Occur
EXCELLENCE THROUGH PEOPLE

Values:
Continuous Improvement
Creativity and Innovation
Customer Driven
Data Driven
Employee Involvement
Excellence
Fiscal Stewardship
Honesty and Integrity
Leadership
Positive Attitude
Respect One Another
Safety and Wellness
Teamwork
Honesty and Integrity

Be truthful.

Do what is right and seek guidance when the right thing is not clear.

Demonstrate the highest ethical standards even when no one will ever know, and policies and laws don’t require it.
REINFORCING THE VALUE OF ETHICS IN THE ORGANIZATION IS CRITICAL.

We do this through:

- Job Descriptions
- Performance Evaluations
- Selection Process
Maintenance Worker

Performs manual labor including heavy maintenance and construction work involving semi-skilled tasks; performs related work as required.

Examples of Essential Job Functions:
Drives and operates trucks, tractors, and other motorized equipment with various attachments; performs installation, maintenance, and repair work on various sizes of pipes and conduits; repairs or replaces utility access covers and/or rings; fabricates special equipment for maintenance or construction projects; operates and climbs ladders used in maintenance and construction activities; trims, plants, or removes trees; may act as a lead worker for a crew of workers; sets and resets posts; calculates or estimates amounts of materials needed for projects; reads and interprets various types of meters and measuring devices; makes mechanical and non-mechanical repairs to equipment; performs construction work using a variety of materials; performs a variety of grounds, facilities, and other general maintenance activities; loads and unloads a variety of materials manually or using lifting equipment; performs snow removal using a variety of equipment; collects and disposes of refuse; performs all duties in a manner consistent with proper safety policies and procedures; reads and interprets blueprints, technical manuals, construction drawings and MSDS sheets; maintains records related to equipment and materials usage and other job activities.

Each employee is expected to continually strive to bring shared values to life through our Excellence Through People organizational culture. ETP values include: committing to continuous improvement, inspiring creativity and innovation, being customer driven, making data-driven decisions, championing employee involvement, striving for excellence, having fiscal stewardship, acting with honesty and integrity, exhibiting leadership, choosing a positive attitude, respecting one another, promoting safety and wellness, and cultivating teamwork. For leaders, this includes creating a work culture that brings these values to life. For all employees, this includes maintaining a Total City Perspective. The purpose of ETP is to deliver exceptional services to the public at the best price, and for employees to experience an enjoyable and stimulating work environment.

Other Job Functions: Digs and backfills trenches; fabricates and installs signs; maintains equipment and materials inventories.
City of Ames
Performance Review
Administrative, Professional and Technical Support Groups

Two goals of the City of Ames supervisors and employees are to provide exceptional customer service at the best possible price, while providing an enjoyable and stimulating work environment.

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<th>PERFORMANCE SUMMARY</th>
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<td>Please rate the performance level of the employee where D = Distinguished, E = Exceptional, S = Successful, DO = Development Opportunity, and PI = Performance Issue. For examples of the ratings and/or factors, please read, ‘Examples of Behaviors to Support Performance Ratings and Factors’ by going to: <a href="http://mycity/myhr/Forms%20and%20Policies.htm">http://mycity/myhr/Forms%20and%20Policies.htm</a>.</td>
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<td>5. Job Knowledge, Skills and Abilities</td>
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<td>6. Work Outcomes</td>
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<td>7. Special Project(s)</td>
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<td>8. Compliance with City and Department Guidelines</td>
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Leadership and Organizational Commitment

• Actively and openly supports City mission, vision, and values

• Effectively leads meetings, special project groups, etc. as required

• Sets appropriate example for other staff

• Adheres to ethical standards of position and City

• Supports/participates in professional organizations as appropriate

Selection Process

• Check References
• Administer Written Tests
• Conduct Interviews
Currently we are engaged in BOVL (Bringing Our Values to Life) dialogues in every work group of the city.

The work groups are taking the broad definitions that have been created for every value and discussing what they mean within their work environment.
IN THE FINAL ANALYSIS, IT IS THE RESPONSIBILITY OF THE LEADER TO ESTABLISH THE ETHICAL STANDARDS FOR THE ORGANIZATION!

In the absence of an organization-wide ethical code or values, employees will rely on their own individual set of ethics. In this case, it is difficult to judge what actions are right or wrong.

Therefore, it is crucial that clearly defined ethical standards be established and reinforced for your organization.
Polling Question #5

Which of these steps has your agency taken to embed ethics in your culture? [click all that apply]
Post-Webinar Discussion Questions

a. What can we learn from our agency's past experiences with ethical issues?

b. What kinds of ethical issues are particularly important for our agency as we go forward?

c. What strategies sound useful for supporting a strong ethical culture in our agency?

d. What resources would we like to explore to support our efforts?
More Resources and Feedback

• Go to “Agenda & Archives” tab under “Webinars” at web site for a recording of this webinar (available in 24 hours) and other professional development resources.

http://icma.org/coaching

• Subscribe to “ICMA Coaching” at http://icma.org/coachinglist to receive latest updates about the ICMA Coaching Program.

• Please complete the follow up survey and offer your ideas for future topics and services.
Find helpful resources online [http://icma.org/coaching](http://icma.org/coaching)

**ICMA Coaching Program: Thrive in Local Government**

The ICMA Coaching Program launched in January 2016 with our new National Platinum Sponsor ICMA-RC. Expanding upon the success of the Cal-ICMA Coaching Program and 15 ICMA State Association Coaching Partners in 2015, we are bringing coaching programs and resources to all members and non-members of ICMA nationwide and even internationally.

Key Services to Thrive in Local Government

The **ICMA Coaching Program** delivers a suite of services to help you grow and enjoy your career.

- **6 live webinars per year** spotlighting best practices on key topics from local government professionals throughout the U.S. -- invite your whole team to participate.
- **Digital agendas and archives** with video recordings and extensive presentation materials and examples from dozens of sessions available in a convenient online library--delivering you "professional development in a box"--when you want it and where you want it.
- **1-1 Coaching resources** to provide personalized support.
- **Speed Coaching** session at the ICMA Annual Conference and templates for use at local level -- expand your networks.
- **Career stories** of ICMA leaders and rising stars offering career insights and tips.
- **Career Compass newsletters** that address critical career issues.

*All available without charge to promote professional development at all levels in local government.*

ICMA COACHING PROGRAM FLYER, 2016 UPDATE
presentation materials are in Agenda packet at http://icma.org/coachingwebinars—note: you can use your browser to save and/or print items from the Agenda packet

<table>
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<tr>
<th>Name</th>
<th>Date</th>
<th>Duration</th>
<th>Video</th>
<th>Podcast</th>
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<tbody>
<tr>
<td>Ethics in Action [free, advance registration req'd -- see Agenda]</td>
<td>May 19, 2016 - 01:00 PM</td>
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<tr>
<td>Building Civic Leadership and Community [see Agenda for presentation materials, resources, and polling results]</td>
<td>Apr 13, 2016</td>
<td>01h 29m</td>
<td>Video</td>
<td>Podcast</td>
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<td>Thriving as a High Performance Organization [see Agenda for presentation materials and polling results]</td>
<td>Mar 10, 2016</td>
<td>01h 29m</td>
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<td>Best Practices for Managing Social Media &amp; Gossip [see Agenda for presentation materials, polling results, and sample policy]</td>
<td>Nov 5, 2015</td>
<td>01h 38m</td>
<td>Video</td>
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<td>Serving Diverse Populations Successfully [see Agenda for presentation materials and polling results]</td>
<td>Oct 21, 2015</td>
<td>01h 32m</td>
<td>Video</td>
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<td>Engaging Employees Effectively -- webinar [presentation, resource materials and polling results appear in Agenda]</td>
<td>Sep 16, 2015</td>
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<td>Moving from Conflict to Civility and Problem Solving -- webinar [presentation, resource materials and polling results appear in Agenda]</td>
<td>May 14, 2015</td>
<td>01h 34m</td>
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<tr>
<td>Best Practices in Strategic Planning and Action [see Agenda for presentation materials and polling results]</td>
<td>Apr 1, 2015</td>
<td>01h 31m</td>
<td>Video</td>
<td>Podcast</td>
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</table>
Polling Question #6

How was the webinar of value for you and your agency? [click all that apply]
Contacts for Today’s Session

• **Martha Perego**, ICMA Director of Member Services and Ethics mperego@ICMA.org

• **Nick Finan**, Director of Management Services, Texas City, TX, and TCMA Ethics Chair nfinan@texas-city-tx.org

• **Steve Schainker**, City Manager, Ames, IA SSchainker@city.ames.ia.us

• **Don Maruska**, Director, ICMA Coaching Program ICMACoaching@donmaruska.com

A PDF of the PPT, results from polling questions, and a video recording will be available in 24 hours. Go to http://icma.org/coachingwebinars and click on “Agenda & Archives” tab.
Upcoming webinars

• **SUCCESSFUL SUPERVISION AND LEADERSHIP** – free webinar
  10:00 - 11:30 a.m. Pacific Time, Thursday, September 8
  [https://attendee.gotowebinar.com/register/5010705756474430721](https://attendee.gotowebinar.com/register/5010705756474430721)

• **SURVIVAL SKILLS FOR MANAGERS** – free webinar
  11:30 a.m. - 1:00 p.m. Pacific Time, Thursday, Oct. 20
  [https://attendee.gotowebinar.com/register/4379082505805630977](https://attendee.gotowebinar.com/register/4379082505805630977)
An Action Plan for Creating an Ethical Culture

Leaders: Be the Champion
- Walk the talk: set the tone and do what you say
- Raise the discussion of ethics - start the dialogue
  - Schedule time in meetings with your staff to discuss issues
  - Use reports of unethical conduct from the internet, print media, ICMA’s ethics column in PM or case studies from other sources to launch a safe discussion of appropriate public sector values and conduct.
- Talk to your staff about ethical dilemmas you face and how you made a good or bad decision
- Include ethics discussions in orientations for the governing body and boards and commissions as well as in presentations to community stakeholders
- Encourage your colleagues at professional development meetings, regional meetings and even informal networking opportunities to talk about their experiences in addressing ethical challenges -- it’s a great way to share advice and learn what others are doing to promote ethical conduct

Set Values for the Organization
- If you have a code of ethics, initiate a process to discuss its contents, whether it needs updating, how it is being applied
- If you don’t have a code, initiate a process to identify the organization’s values.
  1. Involve people from throughout the organization - do not have your attorney write it
  2. Once the values are identified, use a cross organization dialogue to identify the specific behaviors that support the values
  3. More engagement will result in more commitment to the values

Incorporate Values into the Hiring and Review Process
- Include ethics questions in interviews and testing processes
- Conduct thorough background checks and look for evidence of ethical lapses
- Once hired, ensure arms length relationships with vendors
- Include ethics issues in performance evaluations, so that “how” work is done is as important as “what”
- Hold managers and supervisors accountable for ethical behaviors of their employees
- Recognize employees for doing the right thing
- Discuss ethical values and expectations in new employee orientations – the City/County Manager or senior leadership should be there to present his/her expectations and to demonstrate commitment at the top.

Integrate Values into Your Operations
- Do your policies and practices align with and reinforce your values?
Do you have policies that address common areas of concern for ethics issues such as conflicts of interest; personal relationships in the workplace, social media, travel, vehicle use, etc.

Eliminate arbitrary or selective enforcement of rules. If you have a bad rule, change it!

**Provide Training and Resources**
- Conduct training for employees, managers and supervisors on what is expected and how to deal with difficult situations that arise. Then repeat regularly.
- Create a safe way for employees to get their questions answered and to get advice about ethical dilemmas. An option to seek advice outside the chain of command is highly recommended.
- Create a safe way, using multiple options, for staff to report concerns or incidents of unethical conduct. For example, allow employees to report the matter to a supervisor, HR, City/County Manager, and/or a 3rd party reporting hotline.
- Conduct an organization climate survey to get objective feedback on how employees feel about various aspects of the organization, including issues that are related to ethics.
- Provide assistance to supervisors to have discussions with their employees.
- Know about resources that can help with training and problem solving (such as ICMA).

**Promote the Values**
- Keep the issue front and center. Use internal newsletters and other venues of communication to share your perspective on key ethics issues and create opportunities for dialogue with employees about ethics.
- Publicly and consistently communicate the values to the public, media, business and other stakeholders.
- Create an ethics action plan and assess progress.
Polling Results from “Ethics in Action” – webinar

May 19, 2016

308 locations; 754 estimated participants in live audience

[CLOSED] How many people are listening on your line?
- 77% 1 – just myself
- 16% 2-5
- 4% 6-10
- 2% 11-20
- 2% 21 or more — please send number using Question on webinar

[CLOSED] Which of these Action Plan items would help your agency build an ethical culture?
- 69% be the champion [leaders]
- 65% set values for the organization
- 60% incorporate values in hiring and review
- 60% integrate values into your operations
- 78% provide training and resources

[CLOSED] Which of these describe experience in your agency with ethical issues?
- 56% Our agency has had ethical issues arise in the last 3 years.
- 72% I feel comfortable raising or reporting ethical concerns.
- 33% There are explicit ethical guidelines that we all share.
- 35% We have clear direction about where to get ethical advice.

[CLOSED] Which of these ethics resources does your agency use?
- 59% IOMA Code of Ethics
- 45% Other professional code(s) of ethics
- 62% Conferences or outside training
- 71% Webinars and/or other online resources
- 40% Onsite training/discussions applied to direct job situations

[CLOSED] Which of these steps has your agency taken to embed ethics in your culture?
- 56% focus on creating a values-driven organization
- 43% clearly defined organization-wide ethical standards
- 42% reinforcement of ethics in hiring, selection, and evaluation
- 22% dialogues about values in every work group

[CLOSED] How was this webinar of value to you and your agency? (check all that apply)
- 76% explaining why ethics are important in local government
- 83% describing common ethical challenges and how to respond
- 82% sharing best practices for promoting ethics in action
- 63% identifying resources (see Agenda packet) to help you
- 7% other [send via “Question” in webinar]