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LEAGUE OF CALIFORNIA CITIES CITY MANAGERS CONFERENCE

Powerful Leadership: Effective Tips for Stellar City Managers

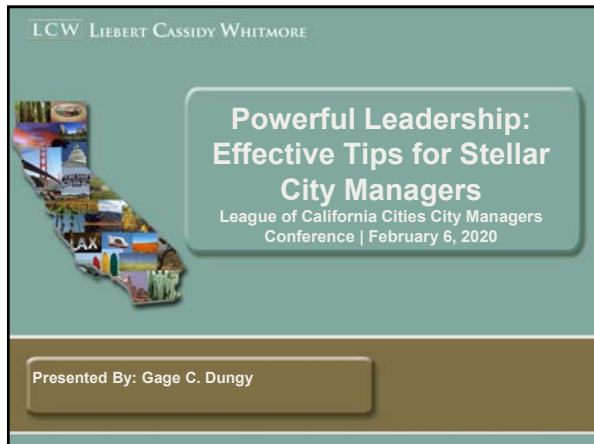
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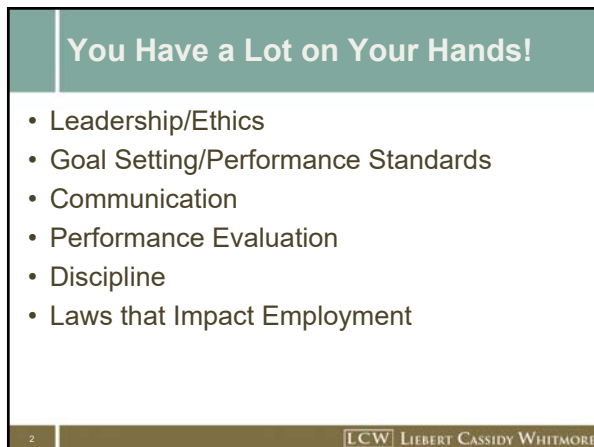
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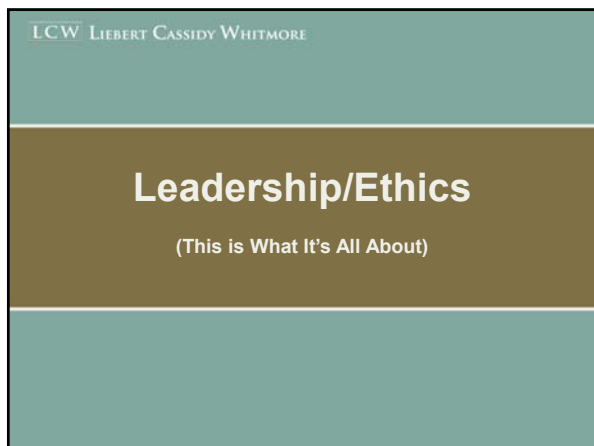
Gage C. Dungy

Powerful Leadership: Effective Tips for Stellar City Managers

League of California Cities City Manager Conference | February 6, 2020
Presented by: Gage C. Dungy







Leadership

- Your #1 Job and it's a 24/7 Obligation
- Requires Certain Qualities:
 - Character
 - Honesty
 - Personal Integrity

***Who Will Lead If You Don't?
Are You Up to the Task?***

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Leadership

- Requires **ALL** of the Following:
 - A Plan
 - Communication
 - Consistency
 - Follow-Through

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Ethics

*Do You Walk the Walk?
or Do You Just Talk the Talk?*

You Must Demonstrate Ethics Both in
Your Actions and Your Behavior

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Ethics Assessment

- Do You and Your Employees:
 - Feel responsible for proper expenditure of public funds?
 - Feel responsible for proper use of equipment?
 - Accurately prepare time cards, expense reports, etc.?

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Establish and Promote an Ethical Workplace

- Discuss, Promote and Enforce a Code of Ethics
- Recognize and Reward Ethical Behavior
- Make Decisions Which Embody Positive Values
- Set a Personal Example

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Goal Setting and Performance Standards

(Tell Them What You Need Them To Do)

What are the Objectives?

- Identify the Objectives:
 - For the City Overall
 - For City Departments
 - For Your Staff

Hint: Look to the City's Mission and Value Statement, Service Goals and Applicable Regulatory Requirements (and Look at Other Cities as Well!)

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Create Objectives for Your City

- What Do You Want to Achieve?
- How is it Supposed to Be Done?
- What Do You Want to Sustain?
 - Quality
 - Quantity
 - Service

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Will Your Staff Understand AND Achieve the Objectives?

- To Have Meaning, the Objectives Must Be:
 - Understandable
 - Specific
 - Attainable and Realistic

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Communication

(The Most Important Skill)

Communicate the Objectives / Performance Standards

- Every Day
- Formally and Informally
- Meetings
- Evaluations
- At the End of a Project
- When the Objective/Standard Has Been Met
- When the Objective/Standard Has **NOT** Been Met

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Tip #1: Determine Plan and Purpose of the Communication

- **Have a Plan:**
 - Why Do You Want to Communicate?
 - What Do You Want to Accomplish?
 - To Build Consensus?
 - To Direct?
 - To Mentor?
- **Have a Purpose:**
 - Is the Communication Necessary?
 - Try to Limit Communications to One Purpose (**DO NOT** Allow Sidetracking)

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Tip #2: Clarify Ideas Before Communicating

- **Prepare for the Communication**
 - Understand Problem, Idea, Message
 - Anticipate Challenges/Be Prepared to Support Your Position
 - Practice the Communication (And Practice it Again!)
- **Tips for Communicating Problems**
 - State the Facts
 - Gain Consensus that a Problem Exists
 - Explore Possible Solutions
 - Explain Consequences if the Problem or Behavior Continues

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Tip #3: Consider the Environment for Communication

- Timing
- Setting (Privacy?)
- Custom and Practice (As Usual or Changed?)
- Method
 - Memorandum
 - Letter
 - E-Mail
 - Spoken

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Tip #4: Don't Forget to Listen

- Be an Active Listener
- Consider Body Language
- Encourage Dialogue
- Convey an Interest
- Seek Implicit Meanings
- Confirm What You Have Heard
- Always Maintain Eye Contact!

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Performance Evaluation

(What Every Employee Deserves)

Evaluation is a Positive Process

- Solve Problems Early
- Discuss Performance and Expectations
- Reinforce Positives
- Allow for Improvement Plans
- Document Performance

Is Your City Regularly Evaluating its Employees?

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Evaluation Tip #1

- **Ongoing Day-to-Day Evaluation**
 - Are Performance Standards Being Met?
 - Face-to-Face Discussions
 - Document as Necessary
 - Keep a Supervisor's File

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Evaluation Tip #2

- **Preparation for Annual Evaluation**
 - Review Last Year’s Evaluation
 - Review Performance Standards and Goals
 - Review Supervisor’s File
 - Review Employee’s Performance
 - Schedule Adequate Time to Prepare the Evaluation
 - Write the Evaluation
 - Schedule the Evaluation Meeting

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Evaluation Tip #3

- **Prepare Accurate and Honest Evaluation**
 - Address Positives
 - **DO NOT** “Sugarcoat” or Duck Difficult Issues
 - Make Specific and Accurate Comments
 - Offer Improvement Plan and Ideas
 - Set Goals for the Next Review Period
 - Be **HONEST** Regarding the Positives **AND** the Negatives
 - Set Goals to Look Ahead

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Evaluation Tip #4

- **Conduct Evaluation Meeting**
 - Schedule Sufficient Time
 - Prepare for the Meeting
 - Know What it is You Want to Communicate
 - Address Positives First
 - Maintain Respect and Courtesy
 - Avoid Global Statements (e.g., “Always”, “Never”)
 - Encourage Dialogue
 - Listen
 - Stay Cool – No Arguments or Shouting Matches

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Discipline

(A Key To Employee Success And City Protection)

At-Will Employment vs. For Cause Employment

- **At-Will Employment**
 - Employment is At the Will of the Employer and Can Be Terminated With or Without Cause
 - Should Still Have a Legitimate Reason for Any Termination or Discipline of At-Will Employee
- **For Cause Employment**
 - Expectation of Continued Employment (Usually Established By Completion of Probationary Period)
 - Disciplinary Action is Rule Based (the "Cause")
 - Due Process "Skelly" Rights Triggered by Disciplinary Action that has an Economic Consequence Require Notice of Proposed Discipline and Opportunity to Respond and Appeal Right to Final Discipline

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Typical Disciplinary Problems

- Excessive Absences
- Excessive Tardiness
- Incompetence
- Insubordination
- Dishonesty/Falsification of Documents
- Conduct Outside Working Hours
- Fighting

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Discipline Tip #1

- **Maintain an Accurate and Timely Record of Misconduct and Poor Performance**
 - Document Misconduct and Poor Performance
 - Document the Impact of the Conduct or Performance
 - Document Counseling
 - Discuss Misconduct with Employee and Follow Up

Don't Be Complacent – Properly Document Misconduct and Poor Performance to Support Any Potential Discipline

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Discipline Tip #2

- **Determine Rules, Policies and Procedures Applicable to Conduct and Performance**
 - Review **ALL** Sources of Performance Requirements and Discipline Bases
 - Job Descriptions
 - Personnel Rules
 - MOU Agreements
 - Municipal Code
 - Department Directives

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Discipline Tip #3

- **Investigate When Necessary**
 - Conduct it with HR Assistance
 - Gather Facts to Determine if Rule(s) Violated
 - Cooperate in Investigation
 - Must be Objective and Fair
 - Investigation Should Fit Circumstances
 - Review Facts and Events as a Whole
 - “*More Likely than Not*” Fact Standard to Establish Wrongdoing for Disciplinary Action

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Discipline Tip #4

Choose the Appropriate Discipline:

<u>Non-Monetary</u>	<u>Monetary***</u>
Counseling	Unpaid Suspension
Oral Reprimand	Reduction in Pay
Written Reprimand	Demotion
	Discharge

****These Types of Discipline Require Due Process Appeal Rights for For Cause Employees*

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Discipline Tip #4 (Cont'd)

- **Factors to Consider in Determining Appropriate Discipline:**
 - Nature of the Conduct
 - Employee's Prior Discipline (If Any)
 - Discipline of Other Employees for Similar Conduct
 - Notice of Rule(s) the Employee Violated
 - Impact of Conduct on the Public or Organization
 - Other Aggravating or Mitigating Factors

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Laws That Impact Employment
(You Need to Know These)

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Employment Laws

- **Discrimination/Harassment/Retaliation** (FEHA and Title VII)
- **Disability Accommodation** (ADA and FEHA)
- **Leave of Absence Laws** (FMLA/CFRA, PDL, Workers Comp, Paid Sick Leave Law, etc.)
- **Wage and Hour** (FLSA)
- **Labor Relations and Union Activity** (MMBA)

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Final Thoughts

- Leadership is a 24/7 Job.
- Stay Focused.
- Be Mindful.
- Success Will Follow.

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Thank You!

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