

Elected officials and governing bodies should avail themselves of the support and recruitment assistance of the following organizations:

New Jersey Municipal Management Association (NJMMA)

The NJMMA helps serve the professional development and training needs of New Jersey's local municipal managers and administrators. NJMMA also provides individualized advice to communities that are considering hiring a municipal management professional.

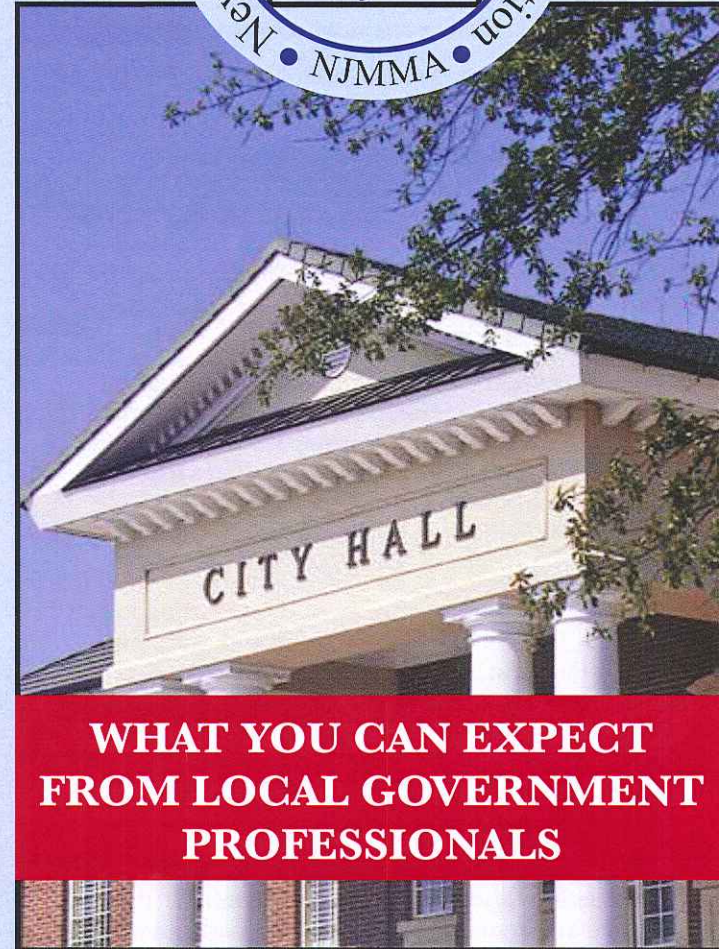
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NJMMA is proudly affiliated with the International City/County Management Association (ICMA)

ICMA is the world's leading association of professional city and county managers and other employees who serve local governments. It serves the professional needs of local government managers nationally and internationally and provides many publications of interest to elected officials.

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Published as a service to
local elected officials by

**New Jersey Municipal
Management Association, Inc.**



*A Guide for Local Elected Officials
from the New Jersey
Municipal Management Association*

THREE WAYS TO UNDERSTAND LOCAL GOVERNMENT MANAGEMENT

Individuals often become local government administrators or managers to make tangible, positive contributions to the communities in which they live or the municipalities to which they serve.

The municipal management professional comes to the position with a diverse blend of public and private sector perspectives, and can often offer innovative and efficient solutions to shared problems.

The municipal management professional's task is threefold:

- Leading with a disciplined focus on results consistent with best management practices;
- Seeking the highest ethical standards in their own work;
- Pursuing strategic partnerships that improve the lives of people in the communities they serve both now and in the future.

These three approaches to their daily work make the municipal management professional invaluable to both the town and its governing body and brings a unique set of **values**, **knowledge** and **skills** to municipal operations.

VALUES

Managing a local municipality, and supporting its governing body, requires knowledge and skills, but, first and foremost, it requires a sense of values. These values are the bedrock of local government professionals, guiding their conduct.

Elected officials should understand that their municipal management professionals are:

- **Non-partisan.** Management professionals are trained to function in the best interests of the town and remain impartial to the partisan nature of the municipal governing body they serve. They often refrain from any involvement in local partisan campaigns and politics.
- **Dedicated.** Management professionals function in the best interest of the municipality and the taxpayers. They actively solicit public opinion in order to make effective decisions and manage effectively.
- **Diversity-Minded.** Management professionals make municipal decisions that promote social,

physical and cultural diversity.

- **Committed.** Management professionals continually pursue personal and organizational improvement to maximize benefit.
- **Conflict-free.** Management professionals are trained to avoid even the slightest appearance of conflict of interest.

KNOWLEDGE

While there may be similarities, operating and managing the business functions of a municipality, and its array of services, is very different than that of a regular business. Municipal management professionals bring key insights in how to operate a lean effective government. They are trained to identify and deal with the unique elements of municipalities, and they understand:

- **Labor relations for municipalities are different**, and have unique challenges over those for the public sector.
- **Dealing with other units of government** from the town next door to the federal bureaucracy is different for municipal officials than for the private businessperson.
- **There are an endless array of grant programs** that govern so many areas of municipal operations, and the ins and outs of securing those funds is integral to the municipality.
- **The legal, practical and financial pitfalls** that accompany critical operational and business decisions.
- **The necessity of networking with other local government professionals** to study and learn new and different approaches that can add their value to your local government's operations.

SKILLS

We may want government to run like a business, but local government is very different than a private business. Residents and taxpayers expect more from their municipal government than they would a local business. While the municipal manager's profession comes with its own set of difficulties, challenges can be easily overcome with the right set of skills, including:

- **Budgeting.** The skilled management professional knows the intricacies of the

municipal budget process, knows how much services should cost, and knows how to stretch the budget dollar.

- **Management.** A qualified professional knows the fine details of a broad range of municipal services, can help the community deliver those services as effectively and economically as possible, can negotiate with bargaining units without alienating municipal employees, and can quickly analyze and pass judgement on union proposals.
- **Community Relations.** A municipal management professional with good communications skills can help get your message to the community, and, in turn, help the community get its message to elected officials.
- **Facilitation & Mediation.** A skillful management professional can help your governing body organize its agenda, make more effective decisions, and can help diffuse disputes both inside the organization and with the community.
- **Planning & Evaluation.** Without usurping the governing body's authority, the accomplished management professional can help analyze requests for new, different or modified services and can help plan for the future of the municipality.

FINDING A SUCCESSFUL MUNICIPAL MANAGEMENT PROFESSIONAL

Do all local government professionals possess this level of values, knowledge and skills?

Municipal management professionals, especially those who are part of the New Jersey Municipal Management Association (NJMMA), continually strive for this level of knowledge and array of skills. Age, education and experience certainly vary, but each comes to the practice of local government management with the same goal. The diversity of backgrounds brings valuable learning opportunities.

Elected officials and governing bodies must decide the specific attributes it wants in a municipal manager, and must be prepared to ask the right questions during the recruitment process. We encourage elected officials to use an open recruitment process, and seek the consultation and support of the NJMMA, to ensure that your search reaches the largest group of qualified candidates possible.