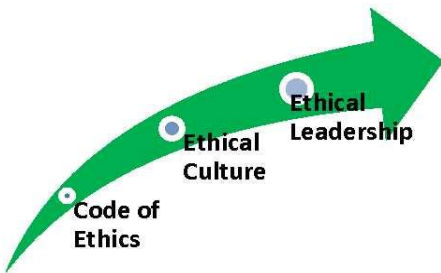




Hampton Roads Chapter of ASPA



Annual Symposium
March 23, 2012

“Achieving Ethical Competency for Public Service Leadership”

Holiday Inn Select – Norfolk Airport
1570 North Military Highway
Norfolk, VA 23502

Sponsored by:

The Hampton Roads Chapter of the American Society for Public Administration

www.aspahr.org



Welcome to the 2012 Symposium

We are pleased to present this year's Symposium, "Achieving Ethical Competency through Public Service Leadership." The mission of our chapter is to promote excellence in public service. The essence of this mission is reflected in our Code of Ethics: (1) Serve the Public Interest, (2) Respect the Constitution and Law, (3) Demonstrate Personal Integrity, (4) Promote Ethical Organizations, and (5) Strive for Professional Excellence. Today's symposium applies our code, which can be found on the last page of the program.

The symposium brings together public officials, practitioners, educators, and students to exchange ideas and discuss proposals to achieve ethical competence in public service leadership and to build organizations of integrity. The first panel will focus on critical public service leadership competencies to meet current and future challenges in leading government organizations. The luncheon speaker will emphasize the need to move beyond basic ethical compliance and develop a strong ethical organizational culture. The second panel will discuss how strong ethical cultures improve organizational performance, and lead a group activity of identifying and resolving ethical dilemmas.

The Hampton Roads Chapter of the American Society for Public Administration serves the sixteen counties and cities of Southeastern Virginia - from Colonial Williamsburg to Virginia Beach. Our mission is to promote excellence in public service. Every other month starting in September of each year, the chapter offers exciting general membership luncheon meetings and special programs. Members and guests are invited to network with fellow public administrators and listen to and interact with dynamic speakers on the most current topics in public administration. Enjoy the Symposium. We hope you take the opportunity to network, and make new friends and associations.

Robert R. Morin, Jr.
President,
Hampton Roads Chapter of ASPA
www.aspahr.org



Schedule:

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| 9:30 – 10:00 | Registration |
| 10:00 – 10:10 | Welcome and Symposium Overview |
| 10:10 – 11:30 | <p>Panel 1 – Critical Public Service Competencies</p> <ul style="list-style-type: none">• The discussion will focus on the competencies needed to meet current and future challenges in local government. Participants will have the opportunity to discuss how graduates, interns and practitioners are prepared to meet these challenges and what can be done for career success.<ul style="list-style-type: none">• <i>Panelists – Alan Archer, Deputy City Manager, Newport News; John Bell, Deputy Police Chief, Virginia Beach; Regina Hilliard, Director of Human Resources, Virginia Beach; and Sherry Hunt, Interim Special Projects Manager, Suffolk</i>• <i>Panel Moderator: Lt. Colonel Jim Popielec, USMC</i> |
| 11:30 – 12:30 | <p>Lunch</p> <ul style="list-style-type: none">• Southern Home Cooking Buffet: Choice of fried chicken, baked flounder, Virginia ham with pineapple and assorted salads, sides and dessert• Remarks: Taking the Ethical High Road – Moving Beyond Compliance<ul style="list-style-type: none">• <i>Cindy Curtis – Deputy City Manager, Virginia Beach</i> |
| 12:30 – 1:30 | <p>Panel 2– Creating a Strong Ethical Culture</p> <ul style="list-style-type: none">• The discussion will focus on how to achieve and maintain this culture and its impact on performance. In addition, participants will have the opportunity to discuss the ethical dilemmas we face in the workplace.<ul style="list-style-type: none">• <i>Panelists - Doris “Cookie” Palacios, Director of Human Services, Chesapeake; David Freeman, Director of General Services, Norfolk; and Dr. Pamela Gibson, Assistant Professor, Troy University</i>• <i>Panel Moderator: Dr. John Dunning</i> |

Luncheon Speaker

Topic: Taking the Ethical High Road – Moving Beyond Compliance



Cindy Curtis

Deputy City Manager

City of Virginia Beach

As Deputy City Manager, Cindy supervises Human Services, Parks and Recreation, Human Resources, Libraries, the Organization Development Office, the Media and Communications Group and the Office of Volunteer Resources.

Cindy served as the Director of Virginia Beach Parks and Recreation since 2003, and brings over 22 years of experience to the City. Before coming to Virginia Beach, Cindy served as Deputy Director for the City of Richmond Parks, Recreation and Community Facilities; as Enterprise Director for the Prince William County Park Authority; and as Director of Parks and Recreation for the City of Bedford. In 1999, she served as president of the Virginia Recreation and Park Society (VRPS). In 2008, she received the VRPS Fellows Award, which recognizes her career's body of work and contributions to the profession. The Fellows Award is the highest honor granted by the organization. Cindy is also on the Board of Regents of NRPA's Revenue Development and Management School.

Cindy holds a Bachelor of Arts degree in sociology from Davidson College in North Carolina. She has studied urban and regional planning at the graduate level at Virginia Tech, where her emphasis was on open space and park master planning and design. She resides in the Princess Anne area of Virginia Beach.

Panel 1 Biographies

Panel 1: Critical Public Service Competencies

Alan K. Archer, Assistant City Manager, Newport News, VA

Alan has been the Assistant City Manager since 2006. Prior to coming to Newport News he served as the City Manager for Hopewell, VA, and was the Assistant to the City Manager for Petersburg, VA. He has a bachelor's degree from James Madison University and a Master's in Public Administration from Virginia Commonwealth University.

John L. Bell, Deputy Police Chief, Virginia Beach, VA

John became the Deputy Chief in 2010. He began his law enforcement career with the New York City Transit Police Department and in 1976 started with the Virginia Beach Police Department. He has served as a detective, patrol sergeant, lieutenant and captain. Along with attending numerous law enforcement courses, he has a bachelor's degree from Saint Leo's University and a Master's in Public Administration from Troy University.

Regina S. Hilliard, Director of Human Resources, Virginia Beach, VA

Regina was appointed as the Director of Human Resources in 2010. She started her career with the City in 1987, specializing in compensation management, recruitment, and hiring. She developed the city's Workforce Planning and Development program to ensure that departments have an informed, strategic workforce plan in place. She holds an MPA degree from Old Dominion University and is a nationally accredited Certified Compensation Professional.

Sherry Hunt, Interim Special Projects Manager, Suffolk, VA

Sherry was appointed to her current position in 2011. Prior to this posting she was the Chief of Staff for Suffolk, VA for three years. She also coordinates intergovernmental affairs and government relations activities with federal and state legislators, agencies and regional officials. In addition to a Masters Certificate in Project Management from George Washington University, she has a bachelor's degree from the University of Virginia and is currently pursuing a Masters in Public Administration from Old Dominion University.

Panel 2 Biographies

Panel 2: Creating a Strong Ethical Culture

Doris “Cookie” Palacios, Director of Human Services, Chesapeake, VA

“Cookie” came to the City of Chesapeake as the first Director of Human Services in 1996. Her department includes the Division of Social Services, Chesapeake Juvenile Services (Tidewater Detention Home), Chesapeake’s Interagency Consortium (CSA) and the Chesapeake Community Corrections Agency (CCA). Prior to coming to Chesapeake she was the Vice President of Housing for Dayton Ohio’s Citywide Development Corporation. Some of her other experiences include senior management positions with the Pennsylvania State Housing Finance Agency, the Pittsburgh Area HUD office, the Philadelphia Housing Authority, and the Wilkinsburg YWCA. She worked as a child protective services social worker in Columbus, Georgia and Newport News, Virginia. She holds a bachelors degree in sociology from Hampton Institute and a masters in social work from the University of Pittsburgh.

David S. Freeman, AICP, Director of General Services, Norfolk, VA

David directs the newly formed Department of General Services which has a \$60M budget and is charged with overseeing the City’s Fleet Management Division, Purchasing Division, Parking Division, Real Estate Division, the city’s Call Center, Store House Division and Facilities Maintenance Division. Some of his previous positions in Norfolk were as the Assistant Director of Planning and Community Development, and the Director of Neighborhood Preservation. For the City of Suffolk he was the Director of Neighborhood Development Services, the Assistant Director of Public Works, and a senior Administrative Analyst. David also served as a flight officer for the US Navy. He has a Bachelors of Science from Norfolk State University and an MPA from Troy State University.

Dr. Pamela Gibson, Assistant Professor, Troy University

Pam is an Assistant Professor of Public Administration for Troy University. One of her primary courses is ethics. She has held teaching positions at Old Dominion University, University of Richmond, and VCU. Prior to entering academia, she served the public in professional positions in the mental health field; most recently, as Program Coordinator for the Cobb and Douglas Counties Boards of Health. Dr. Gibson was a management consultant for the Kennedy Institute in Washington, DC and for the Center for Community Development, Inc. in Cheverly, Maryland. Dr. Gibson received a Bachelor of Arts in Psychology from the University of Virginia, a Master of Public Administration from VCU, and a PhD in Public Policy and Administration from Virginia Commonwealth University.

ASPA Code of Ethics

The American Society for Public Administration (ASPA) exists to advance the science, processes, and art of public administration. The Society affirms its responsibility to develop the spirit of professionalism within its membership, and to increase public awareness of ethical principles in public service by its example. To this end, we, the members of the Society, commit ourselves to the following principles:

I - Serve the Public Interest - Serve the public, beyond serving oneself. ASPA members are committed to:

1. Exercise discretionary authority to promote the public interest.
2. Oppose all forms of discrimination and harassment, and promote affirmative action.
3. Recognize and support the public's right to know the public's business.
4. Involve citizens in policy decision-making.
5. Exercise compassion, benevolence, fairness and optimism.
6. Respond to the public in ways that are complete, clear, and easy to understand.
7. Assist citizens in their dealings with government.
8. Be prepared to make decisions that may not be popular.

II - Respect the Constitution and the Law - Respect, support, and study government constitutions and laws that define responsibilities of public agencies, employees, and all citizens. ASPA members are committed to:

1. Understand and apply legislation and regulations relevant to their professional role.
2. Work to improve and change laws and policies that are counter-productive or obsolete.
3. Eliminate unlawful discrimination.
4. Prevent all forms of mismanagement of public funds by establishing and maintaining strong fiscal and management controls, and by supporting audits and investigative activities.
5. Respect and protect privileged information.
6. Encourage and facilitate legitimate dissent activities in government and protect the whistleblowing rights of public employees.
7. Promote constitutional principles of equality, fairness, representativeness, responsiveness and due process in protecting citizens' rights.

III - Demonstrate Personal Integrity - Demonstrate the highest standards in all activities to inspire public confidence and trust in public service. ASPA members are committed to:

1. Maintain truthfulness and honesty and to not compromise them for advancement, honor, or personal gain.
2. Ensure that others receive credit for their work and contributions.
3. Zealously guard against conflict of interest or its appearance: e.g., nepotism, improper outside employment, misuse of public resources or the acceptance of gifts.
4. Respect superiors, subordinates, colleagues and the public.
5. Take responsibility for their own errors.
6. Conduct official acts without partisanship.

IV - Promote Ethical Organizations - Strengthen organizational capabilities to apply ethics, efficiency and effectiveness in serving the public. ASPA members are committed to:

1. Enhance organizational capacity for open communication, creativity, and dedication.
2. Subordinate institutional loyalties to the public good.
3. Establish procedures that promote ethical behavior and hold individuals and organizations accountable for their conduct.
4. Provide organization members with an administrative means for dissent, assurance of due process and safeguards against reprisal.
5. Promote merit principles that protect against arbitrary and capricious actions.
6. Promote organizational accountability through appropriate controls and procedures.
7. Encourage organizations to adopt, distribute, and periodically review a code of ethics as a living document.

V - Strive for Professional Excellence - Strengthen individual capabilities and encourage the professional development of others. ASPA members are committed to:

1. Provide support and encouragement to upgrade competence.
2. Accept as a personal duty the responsibility to keep up to date on emerging issues and potential problems.
3. Encourage others, throughout their careers, to participate in professional activities and associations.
4. Allocate time to meet with students and provide a bridge between classroom studies and the realities of public service.