



Code of Ethics Review on Diversity, Equity and Inclusion

FINAL REPORT

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I. Introduction

In 2013, the International City/County Management Association's Executive Board began a structured effort with the Committee on Professional Conduct (CPC) to review with ICMA members each tenet in the Code of Ethics to ensure that it remains relevant to the profession. The CPC began the review for Tenets 8 and 11 in early 2020.

The CPC decided to pause on gathering member feedback on Tenets 8 and 11 to focus on a comprehensive review of the entire Code through the lens of racial equity and social justice as one of the Board's six action steps ICMA would take to advance the profession's commitment to diversity, equity, and inclusion, as outlined in the Board's June 2020 statement on systemic racism. One action was specific to ethics: "We will revisit our Code of Ethics to better integrate our ethical commitment to racial justice and equity into the very fiber of the 12 tenets."

ICMA engaged the University of North Carolina at Chapel Hill's School of Government as a consultant to assist on this comprehensive review effort, also known as the Code of Ethics Review on Diversity, Equity and Inclusion.

This review has included four steps:

1. Conducted an environmental scan to learn how other professional associations are addressing racial equity and social justice in their codes of ethics.
2. Convened two focus groups to guide areas for discussion with the membership and facilitated seventeen feedback sessions (virtually and in-person at the annual and regional conferences and state association meetings) with approximately 600 members participating. The discussions focused on four tenets and some of the corresponding guidelines that participating members identified as most relevant to the profession's continued commitment to diversity, equity, and inclusion.
3. Based on this feedback, conducted a survey of ICMA's membership to gauge their reactions to proposed draft language to revise the four tenets and related guidelines.
4. Met with the CPC and Executive Board to discuss preliminary findings and recommendations.

This report presents to the Committee on Professional Conduct, Executive Board, and members the results of these efforts. First, it contains a summary of the environmental scan of peer organizations including specific language relating to diversity, equity, and inclusion that is contained in their codes of ethics and other published documents. Second, the results of the membership survey of proposed draft language are reported with illustrative pro and con comments. Third, the recommendations of the UNC School of Government consulting team are offered on four tenets and their guidelines that were selected for possible revisions.

KEY DEFINITIONS

Throughout the Code of Ethics Review on Diversity, Equity and Inclusion, it has become apparent that diversity, equity, and inclusion can be defined in various ways. It is important that there is understanding of the meaning of key words, as they could be interpreted differently by different people. To help ensure that ICMA's members are working from the same understanding of terms, the definitions below were developed by the project team, in consultation with ICMA staff and CPC members, to guide the major stages in the project.

- **Diversity** is about empowering people by respecting and appreciating differences.
- **Equity** means fairness that is achieved by recognizing that each person has different characteristics and circumstances and therefore resources may need to be allocated differently depending on those circumstances and characteristics in order to ensure that processes and outcomes (both intended and unintended) are fair.
- **Equality** means each individual or group of people is given the same resources or opportunities.
- **Inclusion** refers to organizational efforts and practices (intentional acts) in which different groups or individuals having different backgrounds are culturally and socially accepted and welcomed and equally treated.
- **Engagement** includes actions that encourage active involvement of residents in community governance.
- **Social justice** means a commitment to assure that fair and equal treatment, full exercise of rights, and opportunity to participate in public affairs are promoted for all groups in society. Social justice is advanced by actions that promote equity, diversity, and engagement.

II. Peer Organization Environmental Scan¹

An environmental scan of ICMA's peer organizations was conducted to determine what language others are using to address systemic racism and to understand others' approaches to promoting diversity, equity, and inclusion in their codes of ethics (when applicable), public statements, and organizational policies. This research helped identify outdated or insufficient language related to diversity, equity, and inclusion within ICMA's Code of Ethics.

Seventeen peer organizations to ICMA were identified and analyzed for their approach:

1. American Planning Association (APA)
2. American Public Works Association (APWA)
3. American Society for Public Administration (ASPA)
4. Engaging Local Government Leaders (ELGL)
5. Government Finance Officers Association (GFOA)
6. International Association of Chiefs of Police (IACP)
7. International Association of Fire Chiefs (IAFC)
8. International Municipal Lawyers Association (IMLA)
9. International Public Management Association for Human Resources (IPMA-HR)
10. League of Women in Government (LWIG)
11. Local Government Hispanic Network (LGHN)
12. National Academy of Public Administration (NAPA)
13. National Association of Counties (NACO)
14. National Association of County Administrators (NACA)
15. National Association of Social Workers (NASW)
16. National Forum for Black Public Administrators (NFBPA)
17. National League of Cities (NLC)

The code of ethics and other key documents of each peer organization were reviewed to determine any mention of diversity, equity, and inclusion (DEI). When an organization did not have a published code of ethics, other supporting published documents such as core values, guiding principles, or mission statements were reviewed. An organization was determined to have principles of diversity, equity, and inclusion in their organizational statements if those statements contained the words "diversity," "equity," or "inclusion." In addition, some associations have recognized the need to place more emphasis on active community engagement. Although not commonly included in DEI commitments, engagement is an important support for DEI strategies, and it is helpful to distinguish staff-oriented efforts to expand inclusion at all levels in the organization and resident-oriented efforts to increase community engagement.

1. This report was written by MaryBeth Spoehr with research conducted by Julia Marshall, University of North Carolina-Chapel Hill.

Two other concepts commonly associated with DEI—fairness and justice—were also included in the analysis. The environmental scan contains an in-depth discussion of the DEI-related statements including sample excerpts from their documents (for more details, see Appendix 1, 1A).

Few of ICMA's peers have undertaken a broad examination of their public documents or codes of ethics for DEI considerations. The exceptions are the American Society for Public Administration (ASPA), Government Finance Officers Association (GFOA), National Association of Social Workers (NASW), and American Planning Association (APA). All four organizations reference fairness and/or social justice as key tenets in their codes of ethics. When including all published documents that spoke to organizational beliefs including core values, guiding principles, or mission and value statements, eight of the peers mention diversity, equity, or inclusion. Table 1 is a visual representation of each of the seventeen peer organizations, the location of their statements on diversity, equity, and inclusion, and what each of their statements include.

The remainder of this report focuses on those peer organizations that have made statements relative to DEI or that have incorporated DEI considerations into their codes of ethics. For each organization, a summary of their overall perspective and values related to DEI is provided as well as specific language used to convey that perspective and links to that information.

TABLE 1: SUMMARY OF ENVIRONMENTAL SCAN FINDINGS

Organization	Diversity	Equity	Inclusion	Fairness	Justice	Where is this content located?
ASPA	Y	Y	Y	Y	Y	Ethics
GFOA	Y	Y	Y	Y	N	Ethics
NASW	Y	Y	Y	N	Y	Ethics
APA	N	N	N	Y	Y	Ethics
NAPA	Y	Y	Y	N	N	Core Value
NLC	Y	N	Y	N	N	Guiding Principles
IPMA-HR	Y	N	Y	N	N	D&I Statement
ELGL	Y	Y	Y	N	N	Strategic Plan
LWIG	Y	N	N	N	N	Mission Statement
IACP	N	N	N	N	N	None
NACO	N	N	N	N	N	None
APWA	N	N	N	N	N	None
LGHN	N	N	N	N	N	None
NACA	N	N	N	N	N	None
NFBPA	N	N	N	N	N	None
IMLA	N	N	N	N	N	None
IAFC	N	N	N	N	N	None

DISCUSSION

ICMA's peers have committed to DEI within their professional organizations. Four peer associations specifically discussed the importance of DEI principles within their codes of ethics, while five incorporated DEI into other organizational documents such as a strategic plan or core values statement. The Government Financial Officers Association's provides an example of including DEI within the Code of Ethics language: "Embracing diversity and fostering inclusiveness helps finance offices cultivate organizations and promote policies that reflect the communities they serve."² Another example is provided by the National Association of Social Workers: "...demonstrate respect for difference, support the expansion of cultural knowledge and resources, advocate for programs and institutions that demonstrate cultural competence, and promote policies that safeguard the rights of and confirm equity and social justice for all people."³

Most organizations that included DEI language expanded on the purpose of diversity, equity, and inclusion and specifically the good that would come from promoting these principles. For example, the American Planning Association stated that one of the "Principles to Which We Aspire" was to "have special concern for the long-range consequences of present actions."⁴ The American Society for Public Administration included clarifying information on the impact of DEI in their Code of Ethics with specific language that the efforts were to "...promote proactive efforts to increase the representativeness of the public workforce and the full inclusion of persons with diverse characteristics."⁵ Both of these associations noted the impact of promoting diversity, equity, and inclusion within their organizations and the importance it holds for public professionals.

It is interesting to note that as of 2021, eight of the peer organizations did not include any reference to DEI in their code or public documents. This finding would have applied to ICMA had the review been conducted prior to the Executive Board's June 2020 Declaration of Ideals, which stated in its introduction that "ICMA works... to achieve equity and social justice." Two of the 11 ideals of management excellence sought to "advocate equitable regulation and service delivery" and "take actions to create diverse opportunities in housing, employment, and cultural activity in every community for all people."

Overall, best practices of peer organizations were to state the ethic, principle, or goal of diversity, equity, and inclusion and then to follow up with language that specified what DEI would look like in the profession and state the benefits of promoting diverse, equitable, and inclusive organizations. What is missing from the statements is recognition of disparities as a central indicator of inequity and steps that can be taken to promote equity. An exception here are the practices recommended by the National Academy of Public Administration (see Appendix 1A) for advancing equity. Its "Equity Inventory" outlines the steps that should be taken to assess the degree

2. "Code of Ethics," Government Finance Officers Association, accessed August 2021.

3. "Read the Code of Ethics," National Association of Social Workers, accessed August 2021.

4. AICP Code of Ethics and Professional Conduct," American Planning Association, 2016.

5. "ASPA Code of Ethics," American Society of Public Administration, 2021.

to which equity is being monitored and achieved. These steps identify the degree of equality in the access to or distribution of services, quality of services, consistency in enforcement of laws, and the outcomes of policies and programs. When disparities are identified, governments should assess what changes are needed and take actions to reduce disparities in outcomes. (For more details on the peer organizations and the language they use in their documents, see Appendix 1).

III. Membership Survey Results

GETTING INPUT AND GUIDANCE FROM ICMA MEMBERS

The examination of what changes might be made to the Code of Ethics began with consultation with ICMA members. Two focus groups were held during the summer of 2021. Through extensive discussion, it was clear that changes in the Code should focus on Tenets 1, 4, 9, and 11. Background information and possible changes in these tenets were provided to participants in seventeen subsequent in-person meetings at conferences as well as virtual meetings with approximately 600 participants. There was broad agreement that changes in these tenets would be most relevant to the profession's continued commitment to diversity, equity, and inclusion (DEI).

These meetings also provided opportunities for the consulting team to inform members about the Code review process and to obtain their feedback on concerns and cautions. Among the latter were fears that the DEI effort would be perceived by some members as partisan, liberal, and divisive and that promotion of DEI could cause conflict between managers and elected officials and raise unreasonable expectations about what managers can accomplish in supporting or promoting DEI.

At the same time, there was substantial agreement that the language of some tenets and guidelines was passive and outdated, that the language used should be as clear and consistent as possible, and that Tenet 4 was the appropriate foundation for an equity statement. In recognition of the complexity and sensitivity of this undertaking, the Board extended the member consultation process by several months. This extensive consultation with ICMA members shaped the direction and language of the survey.

SURVEY OF ICMA MEMBERS ON TENETS 1, 4, 9, AND 11

In July 2022, the UNC School of Government team conducted a survey of ICMA members to gauge their reactions to a set of potential language changes to Tenets 1, 4, 9, and 11 of the Code of Ethics. ICMA sent a survey to all members to obtain their feedback on possible revisions that had been developed during the meetings. The response rate was an impressive 21.6 percent (2,462 responses out of 11,216). Open-ended comments were extensive for each question, ranging from 208 to 508 with a total of 2,805 comments.

Members were broadly supportive of most of the proposed language changes with many offering suggestions for further refinement. Detailed results for each question and pertinent recommendations are provided in the remainder of this section. (The full survey results are provided in Appendix 2).

Survey Question Results⁶

For each question on the survey, we provide the original survey text, the quantitative survey results, and selected comments.

TENET 1

Tenet 1 asserts the overarching values that should guide local government administration.

- “Effective” was removed by ICMA’s Committee on Professional Conduct (CPC) during a review with the membership in 2019. There has been consensus from member feedback gathered that “effective” should be included in Tenet 1.
- Since the “new public administration” movement launched in the late 1960s, equity has been viewed as a third pillar of the field. It has been recognized in this way by the National Academy of Public Administration and the American Society for Public Administration. ICMA’s Declaration of Ideals also states that “ICMA works ... to achieve equity and social justice.”
- Members were supportive of revising Tenet 1 to restore “effective” and add “equitable” as core values of the profession.
- The term “elected officials” is proposed to be removed because member feedback indicated that the commitment to professional management should be organization-wide, and Tenet 1’s primary purpose is to state the broad values of the local government management profession.

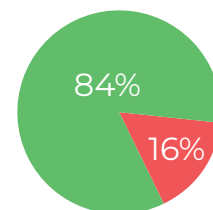
Current Language: We believe professional management is essential to efficient and democratic local government by elected officials.

Survey Language: We believe professional management is essential to **EQUITABLE**, **EFFECTIVE**, efficient, AND democratic local government ~~by elected officials~~.

Number of responses = **2,234**

84% **agree** with the proposed changes to the language of Tenet 1.

16% **disagree** with the proposed changes to the language of Tenet 1.



Tenet 1 Comment Summary⁷

There were 217 comments on this tenet. Four topic areas received the most comments: approval of the changes; opinions about the removal of “elected officials”; opposition to the addition of the word “equitable”; or belief that ICMA has become “woke.”

Some respondents were not happy with the term “democratic.” There was no consensus around what the issue is more specifically. It seems that many take issue

6. Note: ~~Strikethrough~~ indicates proposed deleted text; CAPITAL indicates proposed added text; *ITALICIZED CAPITAL TEXT* indicates post-survey proposed changes.

7. Quotes were taken verbatim from survey responses. Errors in grammar and punctuation were not corrected.

that the U.S. is a representative democracy, not a true democracy, as this respondent noted, “I generally like the way this is going, but I would prefer the word democratic be struck and replaced by representative.”

Several respondents did not like the definition provided for “equity.” In some cases, they were mixing up the concepts of equality and equity; in other cases, they believed that it meant the managers are required to strive for “equality of outcomes.” In some cases, respondents stated they believed this means that a standard of “equality of outcomes” could be enforced as a mandate under the ICMA Code.

SELECTED COMMENTS EXPRESSING OVERALL IMPROVEMENT WITH THE CHANGES

Equity has been a missing link.

Much more representative of today’s professional management.

Largely agree with the changes. I voted against the 2019 change dropping “effective” and I would still list it first here. I could also argue that to be effective, government must be equitable, but I understand the intent of the proposed change.

The changes are comprehensive and concise.

SELECTED COMMENTS EXPRESSING DISAPPROVAL WITH THE ADDITION OF THE WORD “EQUITABLE”

This line of thinking is what has lead [sic] to the civil unrest in this nation and the attempted coup on January 6, 2021. ICMA is and should be apolitical. As lofty as a goal as “equitable” and “inclusion” is, we should refrain from political divisiveness at this time.

It is too cumbersome and poorly worded. I don’t disagree with “equitable” and “effective.”

I believe keeping EFFECTIVE is fine, but I do not feel EQUITABLE needs to be added. Some public and community members may not feel a leadership decision despite being an effective decision.

The current definition of “equitable” is somewhat divisive and general in nature. It is not necessary. It is a good way to confuse and divide your seasoned membership. We are supposed to be a-political, yet this language is that of the far left, progressive elements in the big cities. It has no place in a neutral city management environment.

I agree with the strikethrough language. I also agree that EFFECTIVE should be added. I believe that if government is efficient and effective, it is also equitable and the adding of the word is cumbersome and verbose as proposed.

SELECTED COMMENTS SUPPORTIVE OF LEAVING IN “ELECTED OFFICIALS”

I support changes, but really struggle with leaving elected officials out of local government. While it is a partnership between professional managers and local government [sic]. Good, bad or indifferent, it is our job as managers to implement the directions and guidance from elected officials, not to go maverick or rogue and run the government, that is the local governing boards [sic] job. I would feel a lot better about this if “by” was struck and replaced with “with” between “government” and “elected officials.”

As proposed, I feel that it reads that the professional manager runs the government whereas the local elected officials establish policy for the management to operate under. If my council wanted to empty reserve fund to build the world's largest ball of twine, I would advise against it, but if the votes were cast, I'd do as decided.

I don't think we should remove elected officials since democracy is based on representation.

Leave the tenet alone. We can argue semantics all day long. The core message here is that we believe professional management is essential to local government. Elected officials need professional managers in order to govern.

SELECTED COMMENTS SUPPORTIVE OF REMOVING "ELECTED OFFICIALS"

I like the removal of elected officials. Professional management was created in part to guard against fraud and abuse. If we are changing the definition of what our soul [sic] purpose is, than [sic] equitable is appropriate. If it is not a core reason for the profession as a whole, than [sic] it belongs elsewhere.

I would support leaving as is and deleting "by elected officials."

This is an important change since ICMA has no official influence over elected officials.

I am fine with deleting by elected officials. I think that the adds [sic] are too many words only complicating what is already covered by efficient and democratic.

SELECTED COMMENTS ARGUING FOR EDITS OR THAT "EFFICIENT" AND "EFFECTIVE" ARE REDUNDANT

Equitable should not be first in this statement. Effective and Efficient should be first.

Equitable, effective, efficient all together seem too wordy; a mouthful.

My suggestion is: ICMA members are committed to the highest of ideals of democratic government, which requires affirmative action to promote equitable, inclusive, effective and efficient local government.

I prefer EFFECTIVE to come after efficient (people are used to hearing "efficient and effective" but it is semantics and personal preference.

It's too long with effective and efficient repetitive.

TENET 4

Tenet 4 was last revised in 2018 when member feedback provided a consensus on simplifying the language to: “Serve the best interests of the people.” The membership voted to approve this revision and shortly thereafter the Executive Board adopted changes to the guidelines on inclusivity and diversity and moved the length of service guideline from Tenet 4 to Tenet 3 as it related more to the professional commitment to integrity. A summary of the trends in feedback from members during this review follows:

- “Best interests” lacks a clear definition.
- Support for broadening the language to assert the commitment to promoting equity.
- Tenet 4 should be the primary equity tenet with supporting guidelines.
- The Code needs to actively promote efforts to recognize inequities and to take active steps to advance equity. Participants repeatedly mentioned the passiveness of the current Code language.
- Proposed new guidelines should define what kinds of actions members need to take to promote equity.

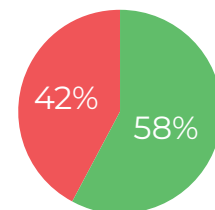
Current Language: Serve the best interests of the people.

Survey Language: Serve the best interests of the COMMUNITY MEMBERS BY PROMOTING EQUITY.

Number of responses = **2,186**

58% **agree** with the proposed changes to the language of Tenet 4.

42% **disagree** with the proposed changes to the language of Tenet 4.



Tenet 4 Comment Summary

There were 508 comments on this tenet, more than any other. While 58 percent affirmed the new language, nearly 200 thought the use of the phrase “promoting equity” was limiting. Other topic areas received less support: that the term “equity” is divisive/political/ill-defined; that “community members” should replace “people”; and that “all” should be added to community members or people.

To ensure the broadest applicability, we have proposed using the terms “community” or “community members” instead of “people,” “citizens,” or “residents.” We did not believe using the word “all” was necessary.

SELECTED COMMENTS EXPRESSING CONCERN THAT PROMOTING EQUITY IS TOO LIMITING

While I agree that promoting equity serves the best interest of the community, there are other topics/areas that serve the best interest of the community. I believe it is too limiting.

I disagree that the former language was “too passive”—rather, “serv[ing] the best interests of the people” it is foundational to ICMA. The change is too limiting: it limits our service to the people to a matter of equity alone (“...by promoting equity”). In actuality, the interests of the people are served by more the [sic] one measure or method.

There are many other ways to best serve the community members than just promoting equity.

I agree with the sentiment, but the revision implies that promoting equity is the only way we serve the best interest of the community. I would agree with something like “Equitably serve the best interests of community members.”

Recommend the tenet not change. If a change is needed it should end at community. Equity is fundamental to the professional management of local government and is addressed in the change of Tenet 3. The balance a city manager must make when recommending programs and services is based on the balance of social equity, individual rights, accountability and efficiency. We should either elaborate on all of these in the tenet or leave it at the simple statement “serve the best interests of the people.” The Tenet 4 guidelines explain the meaning and the true balance is with “the people” served not just the balance of the community.

SELECTED COMMENTS EXPRESSING SUPPORT FOR REPLACING “PEOPLE” WITH “COMMUNITY” OR “COMMUNITY MEMBERS”

One focus group that I witnessed also embraced ‘all’ as a modifier to community members.

I am agreeing with the concept but I don’t like the language. “Serve the best interests of the ENTIRE COMMUNITY, EQUITABLY” would be a less clunky way of saying this. “Promoting Equity” is just as vague a phrase as “best interests.”

Community is part of the people as it’s a general term. I would agree to the proposal on promoting equity however when we refer to the best interest of the community members it leaves out everyone else who is not part of the community but living in the community.

I do agree with the proposed language but am troubled by the limiting [sic] how we serve the best interests of community members to just promoting equity. Equity is very important...as well as efficiency, effectiveness, and democratic values. I would prefer language that we promote the best interests of community members by doing all four components.

OK with equity reference; people reference should stay; community member may infer that some people are not members of the community, either non-residents or undocumented residents.

SELECTED COMMENTS EXPRESSING THE VIEW THAT “BEST INTERESTS” IS AMBIGUOUS

There still is a lack of clarity as to what is meant by “best interests.” There also is a lack of clarity as to who are “community members.” Does this include businesses? Is it only those who are residents? I like the idea of promoting equity, but I do not understand the tie-in to serving the “best interests” of “community members.” I’d say something like, “Serve the best interests of the community by removing barriers to equitable access to and participation with the government.”

I don’t know that changing from “the people” to “community members” addresses the existing problem of the phrase “best interests” being ambiguous. I think this is the larger issue with the current wording of Tenant 4 [sic].

SELECTED COMMENTS EXPRESSING THE VIEW THAT “EQUITY” IS ILL-DEFINED AND DIVISIVE, IDEOLOGICALLY AND POLITICALLY

I believe equity is crucial in the community I serve in. That said, through conversations at the ICMA Conference in PDX last year, I don’t know if equity is a value for those who serve in more conservative areas and whether this revised tenet would lead to an unintended consequence of more conservative CMs feeling like ICMA is becoming partisan and therefore dropping out. I haven’t been part of the equity conversations at ICMA, but wanted to mention this here. I think this item would benefit from additional consideration and stakeholder outreach from towns particularly in the South and other conservative member states. Because the code of ethics is something that all members swear to abide by, it might put some folks in a compromised position in certain parts of the country where “equity” is a partisan word. I understand the desire and importance to incorporate equity into the tenets. For this particular tenet, I think there are many ways to serve the best interests in the community and promoting equity is certainly one of them. One suggestion would be to add a new tenet specific to equity, rather than trying to fit equity into the old framework.

I did not sign on or take an oath to follow the progressive liberal mantra anymore that [sic] I signed on to follow the right-wing republican ideology. We promote good government, not some woke ideology of the day. Equality is espoused by our constitution and our declaration of independence. Equity is an ill-defined and ever-morphing term that is divisive both politically and ideologically. As City Managers, we are supposed to be apolitical. This makes us a progressively liberal entity. This series of changes will drive many members to leave the organization. If I tore down the current code and posted this political rhetoric, I would be fired in a second.

Personally I agree with equity, but it is a loaded political term, and asking members to pick up the mantle may put them at odds with their elected boards. Also, the proposed wording implies that we won’t serve best interests in any other way than promoting equity.

I’m conflicted on this one. I’m committed to DEI and think we need to achieve equity in our service delivery. However, I’m concerned that saying ICMA members will promote equity could put some at serious odds with their elected officials (promoting being the word I’m most concerned about). How would an ethics violation work here? Also, I could see members of my community looking at that tenet and asking, why are we paying for our manager to be a member of this organization?

“Equity” is a continuum and ultimately a community standard by the elected policy body. If a professional manager does not share the “equity” posture of the community as represented by the policy body (which may be wholly unacceptable to the typical community), does that make the professional manager unethical...subject to censure because they choose to work for a policy body that was not equitable? I am not sure on this one.

Guidelines for Tenet 4

The following changes are proposed to support this equity-related tenet:

- Add a guideline to spell out what actions should be taken to promote equity.
- Amend the guideline on “Impacts of Decisions” to delete the phrase “especially if specific groups may be disproportionately harmed or helped.” This phrase is not necessary when managers should assess the effects of all decisions and communicate the results of this assessment to the governing body and the public.
- Rename the guideline “Effects of Decisions” to provide greater clarity of its intent.
- Move the guideline titled “Inclusion” to Tenet 9 and retitle it “Engagement” to be consistent with the standard definitions of these terms.

Tenet 4 Guideline Language

Current Language: *Impacts of Decisions.* Members should inform their governing body of the anticipated effects of a decision on people in their jurisdictions, especially if specific groups may be disproportionately harmed or helped.

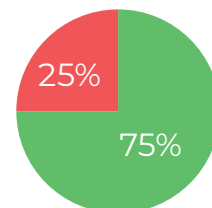
Inclusion. To ensure that all the people within their jurisdiction have the ability to actively engage with their local government, members should strive to eliminate barriers to public involvement in decisions, programs, and services.

Survey Language: EFFECTS ~~Impacts~~ of Decisions. Members should inform their governing body of the anticipated effects of a decision. ~~on people in their jurisdictions. especially if specific groups may be disproportionately harmed or helped.~~

Number of responses = **2,119**

75% agree with the proposed changes in this Guideline for Tenet 4.

25% disagree with the proposed changes in this Guideline for Tenet 4.



Tenet 4, Guideline 1 Comment Summary

There were 250 comments on this question. The most common comment area was whether to keep the language, “especially if specific groups may be disproportionately harmed or helped.” Most of the comments supported retaining this language. Another suggestion was that the proposed language was too broad/passive/vague. A few stated that the proposed language weakens rather than strengthens the guidance from an equity perspective and that it represented a regression. There were also comments expressing the view that “on people in their jurisdictions” should be retained.

SELECTED COMMENTS EXPRESSING THE VIEW THAT “ESPECIALLY IF SPECIFIC GROUPS MAY BE DISPROPORTIONATELY HARMED OR HELPED” LANGUAGE SHOULD BE KEPT

This is an important clarification of this guideline, Managers make all sorts of decisions every day. The governing body doesn't need to be informed on every decision. I am indifferent on use of “Effects” vs. “Impacts [sic] Disproportional impacts of a decision should be considered and communicated when making recommendations to City Council. This is fundamental to professionally managed cities—obtaining the balance between social equity, individual rights, accountability and efficiency when making a recommendation to serve the “best interests of the people.” The professional manager must communicate clearly to City Council the disparate impact because it is difficult for elected officials to see the whole picture when the vocal minority is all they hear. This is a critically important clarification to keep in the guidelines.

(It is important to identify what is being sought if it relates to ethics and disparities... consider) EFFECTS of Decisions. Members should inform their governing body of the anticipated effects of a decision, IDENTIFYING HOW specific groups may be disproportionately harmed or helped.

Instead of “the” anticipated effects, I think it should say “all” anticipated effects of a decision.

This is doing the opposite of what it thinks it is doing. It feels like it is making believe that decisions do not disproportionately affect one group or another. ALL decisions have disproportionate impacts on different groups. Identifying those impacts specifically by group is important.

This is the better place to specify that there is a greater duty to address the voices that may not be in the room.

Deleting the references to groups that are disproportionately impacted removes ICMA's explicit commitment to justice. It has the effect of divorcing government decision deliberations from explicitly calling out systemic inequity maintained and perpetuated by management/policy processes, practices and outcomes.

SELECTED COMMENTS EXPRESSING THE VIEW THAT THE PROPOSED LANGUAGE IS TOO BROAD/PASSIVE/VAGUE

This is now incredibly broad and effects becomes hard to define. There could be inconsistent interpretation of this language—some may complete exhaustive analyses and others may do a cursory review of effects. Consider adding something

around short term and long-term effects to community finances, quality of life, and the provision of equitable public services.

I don't necessarily have a problem with the change but it still seems vague. The original language isn't strong but eliminating it doesn't make it stronger. My other question involves the word "anticipation." Managers may make educated guesses on an anticipated effect but that doesn't necessarily mean that more possibilities are projected.

SELECTED COMMENTS EXPRESSING THE VIEW THAT "ON PEOPLE IN THEIR JURISDICTIONS" LANGUAGE SHOULD BE KEPT

I'm not sure I totally agree with the proposed change as elimination of the prepositional phrase leaves it very general and up to the judgment as to what "effects" to mention. You might consider retaining the latter portion: "...of the anticipated effects of a decision ON PEOPLE IN THEIR JURISDICTIONS." Otherwise, the "anticipated effects of a decision" could focus only on environments effects or economic effects and leave out/dismiss the social effects.

The second strikethrough should be revised (instead of removed) to include something to the effect of "Members should inform their governing body of the anticipated effects of a decision on equity and inclusion of people in their jurisdictions. [sic] especially if specific groups may be disproportionately harmed or helped." With equity and inclusion being defined as their new, revised terms.

SELECTED COMMENTS EXPRESSING THE VIEW THAT THE PROPOSED LANGUAGE WEAKENS THE GUIDANCE FROM AN EQUITY PERSPECTIVE AND IS REGRESSIVE

I think the revision waters down the consideration of specific groups and overly generalizes to the point that inclusion erases or overshadows diversity.

I believe this actually weakens the guidance from an equity perspective.

I think this dramatically weakens the current language. As now written, it specifically addresses impacts on those who may be disproportionately harmed or helped. The new language does not require this and impacts on disadvantage populations could be ignored in light of other impacts, such as improved revenues, new development, etc. Of course we have an obligation to inform elected officials of the impacts of decisions; if we are concerned about equity, that needs to be mentioned as a specific issue that should be addressed.

The redacted language leaves the tenet without an anchor and leaves the member discretion imposing their own interpretation of effects. The impact of redlining is more measurable in the near term. The effect of redlining is multigenerational and may be difficult for someone of privilege to fully comprehend.

By removing any reference to the effects "on people," it seems to lessen the obligation to look for that.

SELECTED COMMENTS EXPRESSING THE VIEW THAT “IMPACTS” SHOULD BE LEFT IN THE GUIDELINE TITLE

I'm not sure that this new language addresses the inequities in access and is specific enough regarding impacts. 'Impacts' is more powerful than 'effects.'

I understand and disagree with changing “Impacts” to “Effects,” “Impact vs. Intent conversation.” I don't quite understand the removal of the latter half of the statement as it seems to fit more with the “equity” approach that the organization is striving to attain. It would point out those who may need more assistance dependent on their circumstance; on the other hand, it may bring to light the unfairness that an “equitable” approach may take. I do have to ask about the intent about the removal of the latter half, is [sic] the intent to potentially hide the unfairness that an “equitable” approach may bring, my hope is not but that may well be the impact.

TENET 4, GUIDELINE 2

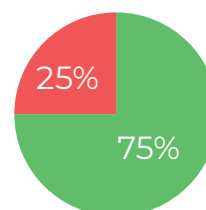
Proposed new “Promote Equity” guideline for Tenet 4

Survey Language: PROMOTE EQUITY. MEMBERS SHOULD ASSESS AND TAKE ACTION TO ASSURE EQUALITY IN ACCESS TO AND QUALITY OF PROGRAMS AND SERVICES AND IN THE ENFORCEMENT OF LAWS AND REGULATIONS FOR ALL. MEMBERS SHOULD ASSESS AND PROPOSE SOLUTIONS TO ELIMINATE DISPARITIES IN OUTCOMES AND CONDITIONS.

Number of responses = **2,119**

75% **agree** with the proposed addition of this Guideline for Tenet 4.

25% **disagree** with the proposed addition of this Guideline for Tenet 4.



Tenet 4, Guideline 2 Comment Summary

There were 326 comments on this question. Several members were concerned that the language was too wordy and should be broken into two or three sentences. Some members were also confused by the use of both equity and equality (16 comments), while others believed that calling on managers to “take action to assure equality” and to “propose solutions to eliminate disparities” is unrealistic and could result in friction with elected officials.

SELECTED COMMENTS EXPRESSING THE VIEW THAT “ELIMINATE DISPARITIES” LANGUAGE SHOULD BE DROPPED, SOFTENED, OR STRENGTHENED

It's an improvement, but I'd like the “should” changed to “must.”

THIS one is very valuable—better than inserting equity as a tag on to existing statements. Let's make it clear that advancing equity and eliminating disparities and inequality is foundational to all that we do.

Original language far better. eliminating disparities is unrealistic, unachievable, and not necessarily a valid goal.

Moving the guideline to Tenet 4 is easy. I fully agree with the first sentence, but not the second sentence. The second sentence would cause a member to take whatever action is necessary (possibly contrary to the direction of their governing body) to somehow equalize all outcomes of services and outcomes, without considering the significant differences among people that affect outcomes. This places far too much burden on the member.

I prefer the wording to eliminate inequality instead of eliminate disparities.

The 1st sentence is ok. I like the current language better. The second sentence is foolhardy. You can't expect a manager or anybody to know how to eliminate disparities in outcomes.

SELECTED COMMENTS EXPRESSING THE VIEW WHETHER "EQUALITY" SHOULD BE REPLACED WITH "EQUITY" OR VICE VERSA

Equality is different than equity, so this language doesn't make sense: "ASSURE EQUALITY IN ACCESS TO AND QUALITY OF PROGRAMS AND SERVICES," as it speaks to equality, not equity.

Very well worded and collectively captures the promotion of equity within communities.

We are supposed to be fair and treat everyone equally. This is not possible while promoting equity. Equity is ever-evolving, divisive, and political, "equality" is about fairness for all. Drop the "equity" crusade or risk losing a good deal of your membership.

This tenet starts [sic] out taking about equity then jumps to equality. They are not the same. Is the intent to promote equity or equality?

I disagree with the phrase: "Promote Equity." I would offer instead: "EQUALITY IN ACCESS."

I agree with the change but don't coningle equity and equality. I suggest ...take action to ENSURE EQUITY in access (because "you" may need to do more for one group to gain access than for another).

While I know that you shouldn't use a word in the definition of that word, I am a bit concerned about the use of the word "equality" in the phrase "equality in access to ...," [sic] it seems like given the other changes in language, it should be equitable access not just equal access.

SELECTED COMMENTS EXPRESSING THE VIEW THAT "TAKE ACTION TO ASSURE..." SHOULD BE DROPPED OR MODIFIED

I marked "disagree" only because I sometimes wonder when we say something like "take action" if we aren't entering the realm of politics and policy. Certainly we should maintain ethical integrity in everything we do but this appears to allow a manager to simply override a council decision he/she doesn't like. Maybe I'm reading too much into it? If so, that is also a problem with the language.

"Take action" could put administrators outside their lane and/or priorities of the governing body. The scope takes the focus outside of their jurisdiction. We should keep the profession defined to the community and organization we work for. ICMA tends to put us into political issues, making "ethics" more difficult.

While I personally generally agree with the principles of this guideline, there could be professional conflicts if a board/council does not want their administrator to proactively be involved in eliminating disparate outcomes. This could put professional administrators in a difficult position.

It is impossible to take actions to assure equality AND eliminate disparities.

I agree with everything here except the last sentence. I am not sure how we could be in a position to eliminate disparities in outcomes. I agree that we should do everything to promote equal access by removing barriers, but not sure about outcomes.

How would this Guideline be enforced? This language goes beyond the scope of what Code of Ethics should be. ICMA's Code should be something all members can abide by regardless of Board dynamics or job title. I don't foresee this language as being possible for all members.

TENET 9

This tenet has not been substantively revised since 1972 and expectations from communities regarding a member's approach to communications are very different now. There is extensive recognition that expanded and improved engagement provides crucial support for an equity strategy. Community members need to not merely be informed and their input received but made a real part of extended interaction between members of the community and local government staff to identify issues that need to be addressed and possible solutions.

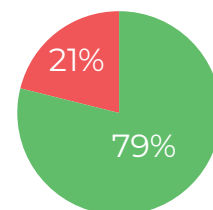
Current Language: Keep the community informed on local government affairs; encourage communication between the citizens and all local government officers; emphasize friendly and courteous service to the public; and seek to improve the quality and image of public service.

Survey Language: ~~Keep the community informed on local government affairs; Encourage ACTIVE ENGAGEMENT AND CONSTRUCTIVE communication between the citizens COMMUNITY MEMBERS and all local government officers. Emphasize friendly and courteous service to the public; and seek to improve the quality and image of public service.~~

Number of responses = 2,114

79% agree with the proposed changes to the language of Tenet 9.

21% disagree with the proposed changes to the language of Tenet 9.



Tenet 9 Comment Summary

There were 302 comments on this tenet. Five topic areas were most common: those who approved of the changes; two groups sometimes overlapping who wanted to retain current language about informing the community and providing service to the public and improving the quality and image of local government;

opposing views expressed over the use of the term “community members” rather than “citizens;” and a group that was skeptical about whether the standards for engagement were achievable.

In addition to these categories, a few comments expressed the view that the tenet was incomplete without identifying persons rather than an institution as the partner in engagement. They suggested leaving in the word “officers” or “officials” after “local government.” Some preferred the original title of “inclusion” rather than “engagement.”

SELECTED COMMENTS EXPRESSING OVERALL IMPROVEMENT WITH THE CHANGES

Clear and concise - what's not to like.

I love the addition of “ACTIVE ENGAGEMENT AND CONSTRUCTIVE” communication!

I appreciate the inclusion of “constructive”—the erosion of civility in public discourse is distressing. I also appreciate the recognition that we serve all community members, regardless of citizenship/immigration status.

ICMA members are committed to active engagement and constructive communication with all members of the community especially those that have been historically underrepresented in civic life.

Time to move into the 21st century with our engagement and the language describing our engagement! Good work!

SELECTED COMMENTS EXPRESSING DISSATISFACTION WITH DELETION OF “INFORM” AND IMPROVE “SERVICE” AND “IMAGE”

I'm [sic] agree with the additions. I disagree with the deletions.

Proposed language is fine but the clarity of the duty to inform seems to be lost. Are we proposing to drop the expectation that we will keep our communities informed? Active engagement and constructive communication are well and good but some folks just want to be kept informed and that's all that's needed for some issues.

Emphasize friendly and courteous service to the public; and seek to improve the quality and image of public service. I agree with addition of active engagement, but should not remove sections pertaining to public service.

I do not like eliminating reference to the manner of service delivery (friendly and courteous) or dropping the responsibility to improve the quality of image of public service.

As a public official some of the biggest complaints I receive is about the lack of courtesy and respect for customers at permit office. That contributes to the poor public image of government staff. I disagree with the strike out language.

Include language related to quality & image of public service. No reason to drop them now.

Educating the public and encouraging participation has always been a major part of my focus as a local government official. However, the “keep the community informed on local government affairs” language should not be stricken but kept in addition to the proposed language. Also, we should never remove language the emphasizes customer service and public image. Keep this language as well.

SELECTED COMMENTS EXPRESSING OPPOSITION OR UNCERTAINTY THAT THE STANDARDS FOR ENGAGEMENT SHOULD BE “ACTIVE” AND “CONSTRUCTIVE”

This language borders on political action. “Active engagement” is the responsibility of elected officials. Administrators who want to promote active engagement should run for office.

Managers should “implement” or “promote and support” rather than “encourage” active engagement, and they should involve “all community members.”

Active engagement and constructive communications are not measurable. Facebook rants are active engagement and, for some, constructive communications.

The only concern is for localities that don’t have “constructive” communication. I would hope that someone wouldn’t try to censure a City Manager/Chief Executive for not having constructive conversations.

This wanders into the elected officials’ territory—our level of community engagement is driven by their desire to hear from citizens. Managers can and should assist in communication, but the phrase “active engagement” is a big turnoff in this proposal.

The erasure of elected officials in these changes is very concerning.

Tenet 9 Guidelines

As previously noted, the recommendation is to move the current “Inclusion” guideline from Tenet 4 to Tenet 9. In addition, it is recommended that the title of the guideline be changed from “Inclusion” to “Engagement.” There was consensus in member feedback that:

- This tenet should be about engagement, not simply about being inclusive.
- It is not enough to inform and invite participation from residents of the community; members need to take active steps to engage residents in the governmental process.
- There was concern over the use of the word “citizens,” since it excludes residents who do not have citizenship but are a part of a community. Formerly, the Code has used the terms “citizens,” “residents,” and “people”; when possible, consistent language should be used throughout the Code by using the terms “community” or “community members.”

Current Language for Inclusion Guideline from Tenet 4

Inclusion. To ensure that all the people within their jurisdiction have the ability to actively engage with their local government, members should strive to eliminate barriers to public involvement in decisions, programs, and services.

Survey Guideline Language for Tenet 9 (moved from Tenet 4, retitled, and revised)

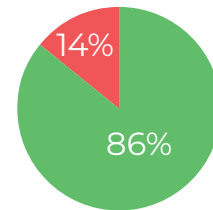
ENGAGEMENT Inclusion. To ensure that all the people Members should strive to ensure that all members of the community ARE ABLE have the ability to actively engage with their local government, members should strive to eliminate barriers to public involvement in decisions, programs, and services, AND TO PROMOTE ACTIVE

INVOLVEMENT OF community members IN THE DECISION-MAKING PROCESS encourage active engagement in governance.⁸

Number of responses = **2,100**

86% **agree** with the proposed changes to the Guidelines for Tenet 9.

14% **disagree** with the proposed changes to the Guidelines for Tenet 9.



Tenet 9 Guideline Comment Summary

There were 207 comments for this guideline. Five topic areas that received the most comments were: those who approved of the changes as well those who stated their approval but either pointed out something that should be changed or was missing; those who argued that the guideline would lead to excessive involvement and inappropriate control of officials by the public; those who considered making all members of the community “able” to be involved is unrealistic and suggested a more feasible standard; those who disagreed with focusing involvement on all decision-making; and those who believed that the promotion of engagement would produce changes in the role of the city manager that they opposed.

In addition to those categories, there were a number of topics that are useful to note. Some respondents preferred the use of the term “citizen” to “community member” and others expressed the view that involving non-citizens violates the law. Some respondents commented that “inclusion” should be retained in the guideline. A few stated that that active engagement promotes negative activism and extremist behavior. Finally, a few respondents believed that the phrase “within their jurisdiction” should be removed or should not be interpreted to mean that non-residents and organizations outside their boundaries who are involved in the life of the community or impacted by its decisions should be ignored even though it is not expected that they would be engaged as fully as community members.

SELECTED COMMENTS EXPRESSING OVERALL IMPROVEMENT WITH THE CHANGES

I agree with this change. The word inclusion automatically creates a divide and engagement is much more expansive to include groups whom we may personally disagree with and inviting them into the decision making process.

Very important change! The language is clear, strong and direct.

Straightforward and comprehensive.

8. The language that appeared in the survey contained errors. It should have read, “ENGAGEMENT inclusion. Members should strive to ensure that all members of the community within their jurisdiction ARE ABLE have the ability to actively engage with their local government, to eliminate barriers to public involvement in decisions, programs, and services, AND TO PROMOTE ACTIVE INVOLVEMENT OF community members IN THE DECISION-MAKING PROCESS encourage active engagement in governance.”

SELECTED COMMENTS EXPRESSING OVERALL IMPROVEMENT WITH THE CHANGES WITH EXCEPTIONS

While I agree it seems to me that there are many managerial and ministerial functions that don't require public participation.

I agree with this change. I think somewhere in the code "Inclusion" should actively be called out. In some situations, organizations/communities can have diversity, but if those diverse people are not included or welcome, then diversity as a strength is robbed of its full potential.

Verbiage is fine. Seems like #9 and #4 really can be combined. Engagement really is in the best interest of the people.

SELECTED COMMENTS EXPRESSING CONCERN THAT CHANGES WILL CONTRIBUTE TO EXCESSIVE INVOLVEMENT/PUBLIC CONTROL OF OFFICIAL DECISION-MAKING

The founding principles of the country was not by democratic principles but rather by Republic principles. The engagement of individuals in government is through the election process and hold the elected officials accountable of their decisions. Yes include the public in the feedback provided prior to a decision being made but not in the actual decision rendered by elected officials in a Republic setting!

This guideline revision seems to be lessening the role of the governing body as well. The actual decision making process is the vote of the governing body. Are we as ICMA moving forward with a desire to remove the governing body as the decision makers. The public involvement should be in the consideration of issues and policies not in actually making the decision.

Having worked in communities that run 24/7 the standard moves to the absurd. The tenet places a huge financial and staffing burden on local agencies. To be effective Council decision making process [sic] would be extended and all most [sic] no decision could be made at a single meeting.

This change clearly suggests that if a group of community members want to be involved in management decisions. ICMA needs to be resisting the politicization of management not encouraging it.

Centering citizen active involvement in the decision-making process usurps the democratically elected official's decision-maker role.

I vehemently disagree that we are to "promote active involvement." Unfortunately, we are already dominated at the local level by those that want to get actively involved and this often allows for disparate treatment of those that are actively involved. In my opinion, we should not be "ginning up" involvement.

SELECTED COMMENTS EXPRESSING CONCERN THAT "MAKING ALL ABLE TO ACTIVELY ENGAGE" IS UNATTAINABLE

Ensuring all members of the community are able to engage is an impossible ideal.

Change "are able to" to "given the opportunity to," "have the opportunity to," or "are encouraged" to actively engage with their local government.

To include communicating with the community in all the major languages spoken in the city.

SELECTED COMMENTS CONCERNING THE FOCUS OF INVOLVEMENT: DECISION-MAKING VERSUS GOVERNANCE PROCESS

This Tenet is too “loose”—especially when referring to “decisions” and the “decision-making process.” For example—best not to involve community in “deciding” what ERP software the city should use, which City Manager candidate (from a pre-selected, qualified pool) should be chosen, etc. Also, if we allow community to be involved in each and every “decision”—the government cannot function (smoothly).

Again, I agree with the concept of the change but not sure what “The Decision-Making Process” means. Some administrative decisions have little if any public process.

I don’t think you can have active engagement in every decision making process.

There needs to be an exclusion of emergency decisions , e.g., Covid 19 guidelines.

“The decision-making process” is a very broad phrase. Does it include day-to-day decisions of management and front-line workers. I would not think so. I believe that “encourage active engagement in governance” is the best phrase.

I’m not sure what promoting “active involvement... in the decision-making process” entails in a republican form of government with elected policymakers and professional administrators. This looks like it is more appropriate in an elected officials’ code of ethics. People are elected to make decisions for constituents, and if public administrators promote constituents to actively involve themselves in those same decisions, are they generating difficulty for the electeds or even opposition to the elected policymakers decisions?

Possible to go further beyond inclusion/involvement in decision-making to include problem-identification as well?

SELECTED COMMENTS OPPOSING THE CHANGES IN THE ROLE OF THE MANAGER THAT THIS GUIDELINE COULD PRODUCE

I still believe this is changing the focus of what we as city managers do on a day to day basis. I barely support the change.

Again, this sounds like public administrators engaging in political organizing. Promoting active involvement should be left to the politicians. We should not be making decisions about promoting active involvement: which decisions, what actions, who should be involved?

It is fine the way it is originally written. I do not feel that City/County Manager should be in the role of being a Community Activist. What will happen once a City/County Manager does this and the Citizens come in opposed to what the Board is trying to do?

As managers/administrators, our job is to manage/administrate. Electeds should be promoting engagement.

I don’t like the word “promote” active involvement. Encourage is more fitting for public administrators.

Concerned the guidelines will be misinterpreted to support political activity.

This stuff is for community activists , not professional administrators. Perhaps we should recommend the membership forgo MPAs and just get MSWs.

TENET 11

This is the central statement in the Code regarding a member's ethical obligation to local government personnel. A common theme among the feedback from members is that some local governments have diversified their workforce but continue to lack diversity in higher-level positions. Feedback also indicated that new guidance is needed to accompany the proposed changes to this tenet. This tenet has not been reviewed or updated since 1995. The guideline was originally adopted in 1972 and was slightly modified in 2009.

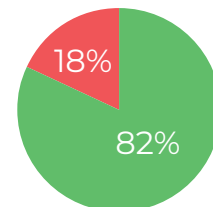
Current Language: Handle all matters of personnel on the basis of merit so that fairness and impartiality govern a member's decisions, pertaining to appointments, pay adjustments, promotions, and discipline.

Survey Language: Handle ~~MANAGE~~ all matters of personnel ~~on the basis of merit~~ so that fairness and impartiality govern a member's decisions. ~~, pertaining to appointments, pay adjustments, promotions, and discipline.~~

Number of responses = **2,095**

82% agree with the proposed changes to the language of Tenet 11.

18% disagree with the proposed changes to the language of Tenet 11.



Tenet 11 Comment Summary

There were 269 comments about Tenet 11. More than half of those commenting preferred the original language, particularly the inclusion of the phrase “on the basis of merit,” to the suggested revision. Others liked the use of the word “manage” in place of “handle” but did not approve of the other changes like the removal of the list at the end of the tenet. Some comments that only showed up a few times indicated that the changes do not go far enough. For example, one person said, “...add equity to this. I think it should say ‘fairness, equity, and impartiality.’” Others noted “personnel” should be replaced with “human resources.”

SELECTED COMMENTS SUPPORTIVE OF LEAVING TENET 11 AS IS AND/OR KEEPING MERIT

I like the proposition to change manage and remove the pertaining language (as it applies to more than just those four things) but wish there was more context or information included about removing “on the basis of merit.”

I agree with changing the words “Handle” to “Manage” but would not strike the remaining language.

If this tenet were referring to disciplinary matters or policy decisions affecting personnel, I would agree with the basic language. However, the preface states the intent is toward hiring practices, and if that is the intent, the I disagree with the proposed language. It is imperative we hire the right person for the right job, without bias, to ensure the job is done well for the purpose of maintaining the trust of the public. I want to see "...on the basis of merit..." included in the proposed language to ensure people are hired who are truly qualified to perform the work asked of them.

I have no objection to the general purpose of this proposal, but the concept of "merit," especially in appointments and promotions, needs to be included somewhere. Managers are constantly being asked to handle personnel matters on a political or nepotism basis, and we must strive to keep those influences out of public employment decisions.

I strongly disagree with the removal of merit as a criterion. Perhaps the ethnic makeup of the community should be added, but I have seen some destructive, damaging situations that resulted from personnel decisions where minorities were appointed or promoted regardless of merit.

SELECTED COMMENTS SUPPORTIVE OF THE PROPOSED CHANGES TO TENET 11

I agree with the proposed changes. The equal opportunity guideline already mentions that matters "pertaining to appointments, pay adjustments, promotions, and discipline." Therefore, they should be removed from Tenet 11.

I agree with the intent of the changes, but it needs to be edited. Ensure all personnel decisions are fair and impartial. Keep it simple!

A change long overdue. The concept of "merit" is often subjectively derived and misused. This does not mean "fairness" will not be misunderstood or misapplied.

Why not "LEAD AND MANAGE." Manage confines focus to processes. Lead brings in the "human" element in these matters.

The idea is fine. The syntax is terrible. Why not simplify and say, "Manage all matters of personnel with fairness and impartiality"??

I would add to the newly proposed wording the ethics statement used in other parts of this document, "so that even the appearance of a lack of equity and inclusion is not suspected." The statement as proposed now is easily claimed to be done all of the time right now, and the results are a lack of diversity in executive management positions.

I think it would be important to add something that references equity here, but I am not sure the best way to make that fit.

SELECTED COMMENTS—PREFER ORIGINAL LIST/LIKES MANAGE BUT KEEP THE REST

I agree with replacing "handle" with "manage" but would retain the specific types of decisions as an example—"...a member's decisions regarding matters such as appointments, pay adjustments...."

I disagree with some of the language that is proposed. The word “manage” is a good addition. However, the rest should remain. The reason for a professionally managed city is to first have the “merits” or credentials for the position and all personnel decisions not be based on favors or favoritism. This Tenet should remain unchanged with the specifics of the employment language (appointments, pay adjustments, promotions and discipline).

I agree with changing the words “Handle” to “Manage” but would not strike the remaining language.

Proposed language deletes “merit” and does not include examples of decision types. “Manage” is better than “Handle” for the first word.

The original language (ok, change handle to MANAGE) is fine in my assessment.

I believe that the last portion of the sentence should remain. (pertaining to appointments, pay adjustments, promotions, and discipline.)

Guideline for Tenet 11 (Split into two Guidelines)

Current Guideline Language

Equal Opportunity. All decisions pertaining to appointments, pay adjustments, promotions, and discipline should prohibit discrimination because of race, color, religion, sex, national origin, sexual orientation, political affiliation, disability, age, or marital status. It should be the members’ personal and professional responsibility to actively recruit and hire a diverse staff throughout their organizations.

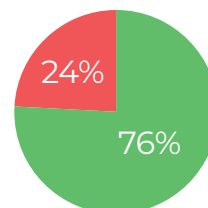
Survey Guideline Language-New Guideline 1

Current “Equal Opportunity” Guideline is proposed to be renamed “Non-Discrimination” Guideline and revise: ~~NON-DISCRIMINATION. Equal Opportunity:~~ All decisions pertaining to appointments, pay adjustments, promotions, and discipline should prohibit ~~discrimination~~ **UNJUST OR PREJUDICIAL TREATMENT.** ~~because of race, color, religion, sex, national origin, sexual orientation, political affiliation, disability, age, or marital status.~~

Number of responses = **2,080**

76% **agree** with the proposed changes to the Guidelines for Tenet 11.

24% **disagree** with the proposed changes to the Guidelines for Tenet 11.



Tenet 11 Guideline 1 Comment Summary

There were 208 comments on this tenet. Five topic areas were most common: those who support the changes; those who oppose the change in the guideline; those who prefer retaining the list of bases for discrimination deleted from the revised version; those who feel that the new criteria for improper treatment—“unjust” or “prejudicial” actions—are ambiguous compared to “discrimination” used in the current guideline;

and those who prefer a title of “equal opportunity” as in the current guideline rather than “non-discrimination.”

In addition to these comments, a few respondents pointed out that the words “All decisions... should prohibit” are unclear. There was also the assertion that the language used should be consistent with state and federal law. For example, Title VII of the Civil Rights Act of 1964 prohibits employers from discriminating against applicants and employees on the basis of race, color, religion, sex, and national origin—close to the language in the current guideline.

SELECTED COMMENTS EXPRESSING OVERALL IMPROVEMENT WITH THE CHANGES

I think this goes beyond compliance and addresses the greyer areas of this issue not necessarily covered by the law - which is critical from an ethics standpoint. I like the change.

It says the same in a simpler way.

All encompassing guideline. Good.

Very good improvement. I am indifferent on title of non-discrimination vs. equal opportunity. I think both apply.

This improvement is overdue.

SELECTED COMMENTS EXPRESSING OPPOSITION TO CHANGE IN GUIDELINE

Believe the current language is fine. No concern with changing title to Non-Discrimination. But again feel like the proposed language waters down the tenant [sic]. keep the original.

The original language is clear in intent; the revised is not.

I think the old language better reflects intent and was based on language from EEOC. Selected comments expressing support for leaving in “struck” language

SELECTED COMMENTS EXPRESSING SUPPORT FOR LEAVING IN “STRUCK” LANGUAGE

I appreciate the call out of the sources of inequities such as gender identity, race, age, etc. Naming the inequities is important.

While I appreciate the change to non-discrimination, and the brevity of the new language, I believe it's important to spell out protected classes.

why remove the following - race, color, religion, sex, national origin, sexual orientation, political affiliation, disability, age, or marital status? Including provides more clarity.

this has lost its attachment to the protected classes that we are to enforce and safe guard [sic].

Would like to see the specific examples of discrimination retained.

SELECTED COMMENTS EXPRESSING VIEW THAT “DISCRIMINATION” IS CLEARER THAN “UNJUST” AND “PREJUDICIAL”

current language is clear and unambiguous. proposed language uses unjust and prejudicial which may mean vastly different things to persons.

*I am not sure how the word “unjust” might be interpreted in this context.
“Discrimination” is a more definable term.*

the existing language has pretty clear legal definition. Terms “unjust” or “prejudicial” are much more subjective in nature and not something a manager could be easily held to.

How are “unjust” and “prejudicial treatment” defined? I think people understand what discrimination means but what is “unjust.”

SELECTED COMMENTS EXPRESSING PREFERENCE FOR “EQUAL OPPORTUNITY” TO “NON-DISCRIMINATION”

Non-discrimination has a more negative connotation than equal opportunity. Focus more on what behaviors are wanted and not what is not wanted.

I prefer Equal Opportunity as opposed to being replaced with NON-DISCRIMINATION.

Always phrase things in the positive when you can. Equal Opportunity is much better than non-discrimination.

I prefer a positive statement rather than this negative one. Encourage equal opportunity or whatever, not prohibit unjust treatment.

Suggested change: All decisions pertaining to appointments, pay adjustments, promotions, and discipline should be free from unjust or prejudicial treatment.

TENET 11, GUIDELINE 2

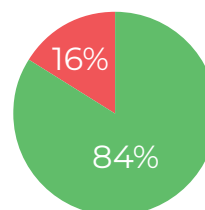
Current Language (last clause of existing Guideline): It should be the members’ personal and professional responsibility to actively recruit and hire a diverse staff throughout their organizations.

Survey Language: DIVERSITY AND INCLUSION: It should be the a member’s personal and professional responsibility to actively recruit, HIRE, PROMOTE, RETAIN, TRAIN, AND SUPPORT and hire a diverse staff WORKFORCE.

]Number of responses = **2,079**

84% agree with the proposed changes to the Guidelines for Tenet 11.

16% disagree with the proposed changes to the Guidelines for Tenet 11.



Tenet 11 Guideline 1 Comment Summary

Overall, 84 percent of the respondents support the proposed language for Guideline 2. There were 229 comments on this tenet guideline. Four topic areas received the most comments those who opposed the changes; those who suggested that merit

and having a qualified workforce be added; those who thought that the diversity of the workforce should reflect the characteristics of the population served; and those who suggested that promoting diversity and inclusion “is” a member’s responsibility rather than “should be” a responsibility.

In addition to these categories, there were a number of other topics that received fewer than 10 comments but may be of interest to the CPC. Some respondents wanted the word “actively” retained, retain the term “inclusive,” and keep the words “personal and professional.” One suggested making it clear that the diverse workforce should be found “at all levels” in the organization. Some pointed out that promoting diversity is unrealistic in some places because of the homogeneity of the population or that members should try to promote diversity when possible.

SELECTED COMMENTS EXPRESSING OPPOSITION TO CHANGE IN GUIDELINE

So, we now are concerned only with promoting, retaining, training, and supporting people only if they maintain some vague, poorly defined notion of diversity. I can think of so many ways this solitary qualification leads to poor government or poor management in general, it is not even funny.

Former is better.

A City/County Manager cannot control who applies for jobs or who decides to leave their organization. The original verbiage is good. Again, strongly disagree with this. On surface this looks like a no-brainer, however, I believe this responsibility is understood. I am not sure what is coming next with ICMA. Will we have standards by which we govern managers on this tenet?

I am opposed to the politically loaded words of “diversity and inclusion” being used. Equal opportunity is understood by all and should remain.

SELECTED COMMENTS STATING THAT MERIT AND HAVING A QUALIFIED WORKFORCE BE ADDED

The responsibility of the Manager is to hire the most competent work force based on merit.

Suggests that workforce decisions must now be made based on perceived or actual diversity, itself unjust and prejudicial, and not necessarily related to qualifications.

This guideline should also consider merit. Diversity is a great goal but as professional managers our communities deserve the best and brightest and if diversity can be achieved all the better.

insert after “support” a “most qualified and diverse workforce”. No decisions should sacrifice competence for diversity in service to the public.

SELECTED COMMENTS STATING THAT DIVERSITY SHOULD REFLECT THE POPULATION SERVED

That is reflective of the racial and ethnic population served.

“Diverse” is very vague. How about “representative of the community served”?

The following phrase should be included: “at a minimum, consistent with the community’s profile.”

It IS A member's responsibility to recruit, HIRE, PROMOTE, RETAIN, TRAIN AND SUPPORT aS diverse A WORKFORCE AS POSSIBLE.

May want to mention something about a workforce that represents the community.

SELECTED COMMENTS SUPPORTING THE VIEW THE "IS" RATHER THAN "SHOULD BE" A MEMBER'S RESPONSIBILITY

It's not that member's SHOULD have this responsibility. We are stating in our Code of Ethics that they DO have it.

I would change "should be" to "is"

"should be" sounds optional. It "is" a ...

IV. Recommendations

The Executive Board of ICMA decided to undertake a comprehensive review of the Code of Ethics as part of its six action steps to advance the local government management profession's commitment to equity, diversity, and inclusion. In the environmental scan that was conducted by the UNC School of Government study team to assess the extent to which 17 other professional associations are addressing these values in their codes of ethics and policy statements, it was found that five of the organizations include equity, seven cover inclusion, and eight include diversity. The ICMA Code does not include equity or inclusion (as it is defined in this study)⁹ and only mentions diversity in a guideline. The findings diverge sharply with the commitment to “achieve equity and social justice” in the Declaration of Ideals, and the extensive professional development activities by ICMA related to these values in the last two years including the recent programs on “Sustaining Commitment to Advancing Racial Equity in Local Government” and “Breaking the Barriers: Pathways for Success, DEI Lessons Learned.” After the scan and guided by input from members in focus groups and feedback sessions, the study team recommended assessing the response of ICMA members to four changes in tenets and five guidelines for those tenets through a member survey.

Our recommendations for specific changes to the ICMA Code of Ethics Tenets and Guidelines are summarized in this section. We were primarily guided by the results of the member survey conducted in July 2022. We also considered feedback from the Committee for Professional Conduct and the ICMA Executive Board. Given the broad support of membership for much of the revised language presented on the survey, we believe that it is important to retain most of the survey language. In addition to incorporating principles and values of diversity, equity, and inclusion into the Code, we have recommended changes intended to simplify and update some of the language in the Code and provide greater consistency of language throughout.

TENET 1

Current Language: We believe professional management is essential to efficient and democratic local government by elected officials.

Survey Language: We believe professional management is essential to EQUITABLE, EFFECTIVE, efficient, AND democratic local government ~~by elected officials.~~

Recommended Language: We believe professional management is essential to effective, efficient, equitable, and democratic local government.

Rationale for the recommendation

Tenet 1 provides a statement of the overarching values that should guide local government administrators in their work. In 2019, the term “effective” was removed during a review of Tenet 1 and Tenet 2 despite the support for the term expressed by a majority of the members surveyed at the time. “Effective” would have been moved

9. A guideline in Tenet 4 is labeled “Inclusion” but focuses on engagement. It is recommended that this guideline be relabeled “Engagement” and moved to Tenet 9.

to Tenet 2 in proposed language, but that change was not made. Still, “effective” was deleted from Tenet 1. The 2022 survey reaffirmed member support for adding the term back into Tenet 1.

Since the “new public administration” movement launched in the late 1960s, equity has been viewed as a third pillar of the field—along with efficiency and effectiveness. It has been recognized in this way by the National Academy of Public Administration and the American Society for Public Administration. ICMA’s Declaration of Ideals also states that “ICMA works ... to achieve equity and social justice.”

The member survey indicated that members were broadly supportive (84 percent) of revising Tenet 1 to restore “effective” and add “equitable” as core values of the profession.

The term “elected officials” is proposed to be removed because member feedback indicated that the commitment to professional management should be organization-wide and Tenet 1’s primary purpose is to state the broad values of the local government management profession. We recommend that the Preamble to the Code be updated to reiterate the critical roles of elected officials in local government administration.

TENET 4

Current Language: Serve the best interests of the people.

Survey Language: Serve the best interests of ~~the people~~ COMMUNITY MEMBERS BY PROMOTING EQUITY.

Recommended Language: *Serve the best interests of all community members.*

Rationale for the recommendation: The changes to Tenet 4 were supported by 58 percent of respondents, but it was clear from the comments that many felt that the public interest is not only advanced by promoting equity as the survey language seemed to suggest. The recommended language for Tenet 4 and the guidelines removes that confusion and ensures that advancing community interests does not ignore disparities.

TENET 4, GUIDELINE 1

Current Language: Impacts of Decisions. Members should inform their governing body of the anticipated effects of a decision on people in their jurisdictions, especially if specific groups may be disproportionately harmed or helped.

Survey Language: EFFECTS ~~Impacts~~ of Decisions. Members should inform their governing body of the anticipated effects of a decision. ~~on people in their jurisdictions especially if specific groups may be disproportionately harmed or helped.~~

Recommended Language: *Effects of Decisions. Members should inform the appropriate elected or appointed official(s) of the anticipated effects of a decision on community members.*

Rationale for the recommendation: In order for members to consider equity, they must evaluate the effects of alternative approaches being presented to the board and the impact of decisions of the board, considering as robust a set of considerations as is feasible. The first guideline of Tenet 4 clarifies that members should assess and inform council members of the anticipated effects of all decisions, not just selected ones. Whether or not groups are disproportionately harmed or helped, the same careful analysis of the consequences of a decision should be conducted.

TENET 4, GUIDELINE 2

Current Language: There is currently no Guideline 2 for Tenet 4.

Survey Language: PROMOTE EQUITY. MEMBERS SHOULD ASSESS AND TAKE ACTION TO ASSURE EQUALITY IN ACCESS TO AND QUALITY OF PROGRAMS AND SERVICES AND IN THE ENFORCEMENT OF LAWS AND REGULATIONS FOR ALL. MEMBERS SHOULD ASSESS AND PROPOSE SOLUTIONS TO ELIMINATE DISPARITIES IN OUTCOMES AND CONDITIONS.

Recommended Language: Promote Equity. Members should assess and take action to assure equality in access to programs and services and in the enforcement of laws and regulations. Members should assess and propose solutions to strive to eliminate disparities in outcomes and conditions.

Rationale for the recommendation: This second, new guideline for Tenet 4 is intended to speak specifically to the way members should assess policies, programs, and services relative to equity concerns. In addition to promoting equality, they must recognize and take steps to eliminate differences in outcomes and conditions. Disparities are the key indicator of inequity. Seventy-five percent of members surveyed supported the addition of this guideline to Tenet 4. “Quality of programs” was removed because the language is cumbersome and “disparities in...conditions” also speaks to quality of programs and services.

TENET 9

Current Language: 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.

Survey Language: Keep the community informed on local government affairs; Encourage ACTIVE ENGAGEMENT AND CONSTRUCTIVE communication between the citizens COMMUNITY MEMBERS and all local government officers. Emphasize friendly and courteous service to the public; and seek to improve the quality and image of public service.

Recommended Language: Keep the community informed on local government affairs. Encourage and facilitate active engagement and constructive communication between community members and local government officials.

Rationale for the recommendation: Tenet 9 has been expanded to go beyond informing the community and communication between “citizens” and government officials to promote active engagement and constructive communication between community members and officials. Seventy-nine percent of survey respondents supported the changes to Tenet 9. These revisions make the tenet more consistent with modern public engagement practices in local government. This addition also recognizes that active and constructive engagement is essential to support equity.

TENET 9 NEW GUIDELINE

Current Language from Inclusion Guideline from Tenet 4: (Tenet 9 does not currently have a guideline. We recommend moving part of a guideline from Tenet 4 to Tenet 9.)

Inclusion. To ensure that all the people within their jurisdiction have the ability to actively engage with their local government, members should strive to eliminate barriers to public involvement in decisions, programs, and services.

Survey Language: ~~ENGAGEMENT~~ ~~Inclusion. To ensure that all the people~~ MEMBERS SHOULD STRIVE TO ENSURE THAT ALL MEMBERS OF THE COMMUNITY ~~within their jurisdiction~~ ARE ABLE ~~have the ability to~~ actively engage with their local government, ~~members should strive to~~ eliminate barriers to public involvement in decisions, programs, and services, AND TO PROMOTE ACTIVE INVOLVEMENT OF COMMUNITY MEMBERS IN THE DECISION-MAKING PROCESS.

Recommended Language: Engagement: Members should strive to ensure community members have the opportunity to actively engage with their local government, to eliminate barriers, and to support involvement of the community in the governance process.

Rationale for the recommendation: The actions promoted by this guideline are more commonly associated with “engagement” than “inclusion.” Therefore, the title has been changed and the guideline has been moved to Tenet 9. To support the revised Tenet 9, this new guideline provides a better explanation of actions members can take to promote the public’s active engagement in governance. Members should not just “eliminate barriers” but also promote the active involvement of community members in the governance process. Eighty-six percent of members taking the survey supported this new guideline for Tenet 9. Some editing was also done to improve readability.

TENET 11

Current Language: Handle all matters of personnel on the basis of merit so that fairness and impartiality govern a member’s decisions, pertaining to appointments, pay adjustments, promotions, and discipline.

Survey Language: ~~Handle~~ MANAGE all matters of personnel ~~on the basis of merit~~ so that fairness and impartiality govern a member’s decisions. ~~, pertaining to appointments, pay adjustments, promotions, and discipline.~~

Recommended Language: Manage all personnel matters with fairness and impartiality.

Rationale for this recommendation: Tenet 11 stresses treating staff with fairness and impartiality and removes the reliance on “merit” that can introduce bias in decisions. Eighty-two percent of survey respondents supported the changes to Tenet 11.

TENET 11, GUIDELINE 1

We initially proposed that the current “Equal Opportunity” Guideline be revised and split into two guidelines with the first renamed “Non-Discrimination.”

Current Language: Equal Opportunity. All decisions pertaining to appointments, pay adjustments, promotions, and discipline should prohibit discrimination because of race, color, religion, sex, national origin, sexual orientation, political affiliation, disability, age, or marital status. It should be the members’ personal and professional responsibility to actively recruit and hire a diverse staff throughout their organizations.

Survey Language: NON-DISCRIMINATION. ~~Equal Opportunity.~~ All decisions pertaining to appointments, pay adjustments, promotions, and discipline should prohibit discrimination UNJUST OR PREJUDICIAL TREATMENT. ~~because of race, color, religion, sex, national origin, sexual orientation, political affiliation, disability, age, or marital status.~~

Recommended Language: Delete this guideline.

Rationale for this recommendation: Given the edits to Tenet 11, Guideline 2, this guideline would be redundant.

TENET 11, GUIDELINE 2

(Will become the only Guideline for Tenet 11)

Current Language (last clause of existing Guideline): It should be the members’ personal and professional responsibility to actively recruit and hire a diverse staff throughout their organizations.

Survey Language: DIVERSITY AND INCLUSION. It should be the A member’s ~~personal and professional responsibility to actively recruit,~~ HIRE, PROMOTE, RETAIN, TRAIN, AND SUPPORT ~~and hire a diverse staff~~ WORKFORCE.

Recommended Language for new Guideline 1: Diversity and Inclusion. It is the member’s responsibility to recruit, hire, promote, retain, train, and support a diverse workforce at all levels of the organization.

Rationale for this recommendation: This guideline will be the only guideline for Tenet 11. Eighty-four percent of survey respondents supported the changes to this guideline. Given the conciseness of Tenet 11, we believe it is advisable to have a guideline that provides more detail of the expectation of Tenet 11. This guideline broadens the commitment to diversity and inclusion by stating that it “is” the member’s responsibility to, in all personnel decisions, advance diversity and inclusion

“at all levels of the organization”—two additions to the survey language that many respondents argued would strengthen the inclusion goal and make the diversity standards realistic.

SUMMARY

In summary, these recommended language changes have been developed after considerable discussion with members, the Committee on Professional Conduct, and the Executive Board. While there have been some differences of opinion between our team and ICMA leadership, most of these have involved word choices and not substantive issues or concerns. Importantly, ICMA members were actively engaged throughout the extensive over one-year review process, with approximately 600 attending in-person meetings at the annual conference, regional conferences, or state association annual meetings as well as virtual sessions and 2,462 responding to the member survey (21.6 percent). It is noteworthy that the member affirmative “votes” on the proposed language changes were overwhelming, ranging from 75–86 percent for three tenets (#1, #9, and #11), while 58 percent agreed with the Tenet 4 proposed language. Comments on the survey related to the Tenet 4 proposed language indicated that promoting the best interests of community members was not only advanced by promoting equity; respondents also noted that they were not opposed to language about promoting equity as part of a set of broader values. Likewise, the proposed changes to each of the guidelines, including the new “promote equity” guideline, were agreed to by three-fourths or more of the respondents. These results underscore both the willingness of the membership to support refreshing the Code of Ethics and strong support for the recommended changes to advance DEI.

In the judgment of the UNC School of Government team, the nine changes in the tenets and related guidelines in the Code of Ethics would make ICMA a leader among professional associations in advancing diversity, equity, and inclusion, along with the supporting value of engagement.

V. Appendix 1

PEER ORGANIZATIONS' DEI-RELATED STATEMENTS

American Society for Public Administration (ASPA)

The mission of the American Society for Public Administration (ASPA) is to advance the science, art, and practice of public administration and to support ethical principles. The ASPA code of ethics was updated in 2013 and contains eight ethical principles, each with a guiding statement. In addition to the code of ethics, ASPA published “Practices to Promote the ASPA Code of Ethics” to serve as a guide to behavior for ASPA members in carrying out its principles. Of the eight ethical principles, one addresses social equity. An additional ethical principle discusses inclusivity under the expanded “Practices to Promote the ASPA Code of Ethics.” (Sample language is provided below.)

4. Strengthen social equity.

Treat all persons with fairness, justice, and equality and respect individual differences, rights, and freedoms. Promote affirmative action and other initiatives to reduce unfairness, injustice, and inequality in society.

7. Promote Ethical Organizations:

Strive to attain the highest standards of ethics, stewardship, and public service in organizations that serve the public.

7.f. Promote proactive efforts to increase the representativeness of the public workforce and the full inclusion of persons with diverse characteristics.¹⁰

In addition, engagement is promoted in Tenet 3—Promote Democratic Participation—which states “Inform the public and encourage active engagement in governance.”

ASPA Links

Code of Ethics

Practices to Promote the ASPA Code of Ethics

¹⁰. “ASPA Code of Ethics”, American Society of Public Administration, 2021

Government Finance Officers Association (GFOA)

The Government Finance Officers Association's (GFOA) mission is to advance excellence in government finance. Its code of ethics seeks to set a standard of behavior that emphasizes their worthiness of the special trust communities place in them. The GFOA's code recognizes five areas for ethical behavior: integrity and honesty; producing results for the community; treating people fairly; diversity and inclusion; and reliability and consistency. The ethical code also provides examples of opportunities to value fairness, diversity, and inclusion such as by developing open process and procedures for both employees and citizens, and by including residents in public financial decisions such as through citizen engagement. (Sample language is provided below.)

Treating People Fairly

Local governments depend on trusting relationships between people. If people feel unfairly treated, relationships break down, and they may withhold their support from my local government. This makes it more difficult for my local government to maintain a strong financial foundation. Therefore, I will treat people fairly and develop processes and procedures that are fair.

How I Treat People Fairly

Respect the rights of others. Public finance offices are in a position of power. When using that power, the rights of other people must be respected. This includes providing equal treatment and opposing discrimination, harassment or other unfair practices

Develop processes and procedures that are fair. When employees and citizens believe that decisions are fact based and take all concerns into consideration, they are more likely to support those decisions – even if a decision is not in favor of their preferred outcome.

Diversity and Inclusion

Communities across the country are constantly changing. Embracing diversity and fostering inclusiveness helps finance offices cultivate organizations and promote policies that reflect the communities they serve. When people feel included, they will see that I am concerned for their wellbeing, and that shows I am worthy of their trust.

How I Value Diversity and Foster Inclusion

Provide people with opportunities to be part of decisions that impact them. Public finance decisions often have big implications for people outside the finance office. If these people are part of the decision-making process, they are more likely to feel fairly treated and thereby regard the people who work in finance office as trustworthy.

Support equity in service provision. Local government services are critical to the lives of our citizens. Finance offices, because of their resource allocation role, can impact the quality of services and how and where services are provided. I commit to valuing diversity within my organization and within my community, recognizing my own biases, and calling out unfair discrimination of any kind.¹¹

GFOA Link

Code of Ethics

National Association of Social Workers (NASW)

The National Association of Social Workers' (NASW) mission is to promote, develop, and protect the practice of social workers and to seek to enhance the effective functioning and well-being of individuals, families, and communities through its work and advocacy. NASW has a code of ethics that was approved in 2017 and updated in 2021 to include self-care. The code of ethics includes a section on ethical principles and ethical standards. There are six ethical principles identified which are service, social justice, dignity and worth of the person, importance of human relationships, integrity, and competence. Diversity is a core part of both the values of social justice and dignity and worth of the person with the need to respect individual differences as well as cultural and ethnic diversity. The ethical standards contain the responsibilities of a Social Worker to their client, to their colleagues, in practice, as professionals, and to broader society. The ethical standard of Social Worker responsibilities to the broader society in social and political action includes a call to work towards diversity, equity, and social justice for all people. Along with the code of ethics the NASW identified five Social Justice Priorities on Equity and Inclusion to serve as guiding principles for the organization's national office and Chapters. The five priorities are voting rights, criminal justice, juvenile justice, environmental justice, immigration, and economic justice. (Sample language is provided below.)

Value: Social Justice

Ethical Principle: Social workers challenge social injustice

Social workers pursue social change, particularly with and on behalf of vulnerable and oppressed individuals and groups of people. Social workers' social change efforts are focused primarily on issues of poverty, unemployment, discrimination, and other forms of social injustice. These activities seek to promote sensitivity to and knowledge about oppression and cultural and ethnic diversity. Social workers strive to ensure access to needed information, services, and resources; equality of opportunity; and meaningful participation in decision making for all people.

¹¹. "Code of Ethics", Government Finance Officers Association, accessed August, 2021

Value: Dignity and Worth of the Person

Ethical Principle: Social workers respect the inherent dignity and worth of the person

Social workers treat each person in a caring and respectful fashion, mindful of individual differences and cultural and ethnic diversity. Social workers promote clients' socially responsible self-determination. Social workers seek to enhance clients' capacity and opportunity to change and to address their own needs. Social workers are cognizant of their dual responsibility to clients and to the broader society. They seek to resolve conflicts between clients' interests and the broader society's interests in a socially responsible manner consistent with the values, ethical principles, and ethical standards of the profession.

Ethical Standard 6. Social Workers' Ethical Responsibility to the Broader Society

6.04 Social and Political Action

(c) Social workers should promote conditions that encourage respect for cultural and social diversity within the United States and globally. Social workers should promote policies and practices that demonstrate respect for difference, support the expansion of cultural knowledge and resources, advocate for programs and institutions that demonstrate cultural competence, and promote policies that safeguard the rights of and confirm equity and social justice for all people.¹²

NASW Links:

[Code of Ethics](#)

[Social Justice Priorities](#)

12. "Read the Code of Ethics," National Association of Social Workers, accessed August, 2021

American Planning Association (APA)

The American Planning Association's (APA) mission is to elevate and unite a diverse planning profession to help communities, their leaders, and residents anticipate and meet the needs of a changing world. APA values human-centered design and recognizes the social responsibility of the public planning profession to serve the public interest with compassion for the welfare of all people. The organization has a code of ethics for members of the American Institute of Certified Planners (AICP), which is a subgroup under the American Planning Association. Members of APA can apply and become certified as part of the AICP. Certified members agree to uphold high standards of practice, ethics, and professional conduct. The code of ethics is a five-section document with each section composed of additional principles that comply with the overarching ethical responsibility. (Sample language is provided below.)

Section A: Principles to Which We Aspire

1. Our Overall Responsibility to the Public

Our primary obligation is to serve the public interest and we, therefore, owe our allegiance to a conscientiously attained concept of the public interest that is formulated through continuous and open debate. We shall achieve high standards of professional integrity, proficiency, and knowledge. To comply with our obligation to the public, we aspire to the following principles:

- a) We shall always be conscious of the rights of others.*
- b) We shall have special concern for the long-range consequences of present actions.*
- c) We shall pay special attention to the interrelatedness of decisions.*
- d) We shall provide timely, adequate, clear, and accurate information on planning issues to all affected persons and to governmental decision makers.*
- e) We shall give people the opportunity to have a meaningful impact on the development of plans and programs that may affect them. Participation should be broad enough to include those who lack formal organization or influence.*
- f) We shall seek social justice by working to expand choice and opportunity for all persons, recognizing a special responsibility to plan for the needs of the disadvantaged and to promote racial and economic integration. We shall urge the alteration of policies, institutions, and decisions that oppose such needs.¹³*

Principle "e" provides a useful definition of the value of engagement.

APA Link:

AICP Code of Ethics

¹³. "AICP Code of Ethics and Professional Conduct", American Planning Association, 2016

National Academy of Public Administration (NAPA)

The mission of the National Academy of Public Administration (NAPA) is to improve governance and advance the field of public administration. To this end, NAPA has identified five core values which guide the organization. NAPA does not have a published code of ethics. The five core values are excellence, independence, integrity, innovation, and inclusion. The core value of inclusion encompasses the Academy's stance on the importance of diversity, equity, and inclusion in their organization. The Academy Strategic Plan consists of five goals, each related to a core value. Goal Five of the Strategic Plan supports the Academy's desire to increase social equity as an organization. The NAPA Board of Directors created a Standing Panel on Social Equity and Governance in 2000, which meets throughout the year to consider equity issues and annually hosts a national Social Equity Leadership Conference. In 2005, the Standing Panel developed the "Government Equity Inventory"—included in Appendix 1—to identify specific areas where equity could be promoted in local government.

As shown in Appendix 1, NAPA focuses on a core indicator of inequity—disparities in outcomes for population groups (e.g., by race or income). The analysis should include consideration of how social conditions and individual behavior affect outcomes or limit the impact of government services, i.e., what underlying conditions contribute to differences in outcomes? NAPA also calls for provisions to promote the active engagement of residents from all social and economic groups to participate in the design and delivery of programs and in the development of their own solutions to problems. (Sample language is provided below.)

Core Value: Inclusion

The Academy is strongly committed to diversity, equity, and inclusion in its internal operations, its Fellowship, and its client work. In its studies and reports, the Academy supports public administration practices and solutions that recognize and address the needs of all communities.

Strategic Plan: Goal 5

The Academy will continue its commitment to raising and resolving issues of equity in governance, and to incorporating and modeling social equity in its own policies and practices.¹⁴

NAPA Link:

Core Values and Strategic Plan

Appendix 1A. Conducting a Government Equity Inventory

14. "Who We Are", National Academy of Public Administration, accessed August, 2021

National League of Cities (NLC)

The National League of Cities (NLC) is an organization that is comprised of city, town, and village elected council members and mayors focused on improving the quality of life for current and future constituents. NLC's mission is to strengthen local leadership, influence federal policy, and drive innovative solutions. The organization does not have a published code of ethics. Its ethical document is the Guiding Principles, which consists of eight pillars of excellence. Of the eight pillars, one acknowledges the organization's efforts towards inclusivity with specific mention of embracing diversity of thought, perspectives, and experiences. (Sample language is provided below.)

Pillar: NLC is Inclusive.

We are a nonpartisan organization, and we embrace diversity of thought, perspectives, and experiences.¹⁵

NLC Link:

[NLC Guiding Principles](#)

International Public Management Association for Human Resources (IPMA-HR)

The International Public Management Association for Human Resources' (IPMA-HR) mission is to provide human resource leadership and advocacy, professional development, information, and services to enhance organizational and individual performance in the public sector. The IMPA-HR website contains several resources on diversity, equity, and inclusion. In March of 2018 the Executive Council approved a diversity and inclusion statement. Several resources on the website are geared towards equipping Human Resource professionals with guidelines, news articles, and sample policies to support the advocacy for gender and racial equity in their organizations. In addition, the organization runs an "HR Policies Toolbox" resource which is designed to share best practices for public sector Human Resources professionals. The "HR Policies Toolbox" includes recommended policy statements on diversity, equity, and inclusion for local governments, reporting on diversity and inclusion, as well as the option to submit a request for specific policy topics. (Sample language is provided below.)

Diversity and Inclusion Statement

As an association representing the public sector human resource management profession, the International Public Management Association for Human Resources (IPMA-HR) embraces diversity and inclusiveness as a core value. IPMA-HR strives to be a culturally diverse organization that recognizes,

¹⁵. "About- Who We Are", National League of Cities, accessed August, 2021

supports, and values the inclusion of diverse groups and views in all parts of the association. IPMA-HR recognizes the strength and improved decisions that results from participation in association programs, leadership, committees/ taskforces, and staff of diverse individuals from a wide-range of organizations.

IPMA-HR will establish and support a diverse, inclusive community that welcomes the membership, active involvement and different perspectives that individuals bring, which include, but is not limited to:

Age, Gender, National Origin, Race, Religion, Ethnicity, Sexual Orientation, Gender Identity or Gender Expression, Physical Ability, Culture, or Socio-economic Status

IPMA-HR programming and communications will include a diversity of thought, experience, and personal background. The association believes that the characteristics, attributes, and varied experiences that make people unique should be included in all aspects of the association's programming.¹⁶

Gender, Equity, and Inclusion in the Workplace Resource Page

IPMA-HR compiled the following guidelines, news articles, and sample policies to support public sector HR professionals as they continue to advocate for gender equality at their organizations. This page will be updated regularly with new resources, so make sure to check back.¹⁷

IPMA-HR Links:

[**Diversity and Inclusion Statement**](#)

[**Gender, Equity, and Inclusion in the Workplace Resource Page**](#)

[**Racial Equity Resource Page**](#)

[**HR Policies Toolbox**](#)

Engaging Local Government Leaders (ELGL)

Engaging Local Government Leaders (ELGL) was established in 2012 and has grown to 4,800 members across the United States and Internationally. Their mission is to engage the brightest minds in local government with the objective of fostering authentic and meaningful connections grounded in practices of equity and inclusion. ELGL does not have a published code of ethics. Within the organization's "about us" page they recognize the importance of fostering authentic and meaningful connections grounded in the practices of equity and inclusion. One way that they foster the importance of diversity is through a diversity dashboard which collects demographic data about the chief administrative officers to help measure diversity in

16. "Diversity and Inclusion Statement", About IMPA-HR, 2018

17. "Gender, Equity, and Inclusion in the Workplace", Resource Topics IMPA-HR, 2021

local government leadership. The organization's strategic plan has two goals related to diversity, equity, and inclusion- fostering authentic, meaningful connections, and promoting equity and inclusion. (Sample language is provided below.)

Strategic Goal: Foster Authentic, Meaningful Connections

Host national events that allow members from across the country to interact and learn. Host online events that provide regular learning opportunities and interaction for members across the country. Provide volunteering opportunities to allow members to get professional development experience. Expand the ELGL Job Board so that members can learn about opportunities from other members

Strategic Goal: Promote Equity and Inclusion

Reflects membership diversity on the ELGL board. Support the Diversity Dashboard. Encourage local government careers via on campus programming, mid-career changes and support to keep people in the profession. Champion diversity, equity, and inclusion in local government agencies. Foster a sense of inclusion and belonging at ELGL events.¹⁸

ELGL Links:

[ELGL About Us](#)

[ELGL Strategic Plan](#)

League of Women in Government (LWIG)

The League of Women in Government (LWIG) is the primary affiliate group of the International City/County Management Association representing women in local government. The League's objective is to increase the number of women serving at the most senior and executive levels in all areas of local government. The League of Women in Government does not have a code of ethics. Their mission statement is the key document that speaks towards the League's efforts in diversity. (Sample language is provided below.)

Mission Statement

The League supports local and statewide organizations that advance women in local government senior executive leadership. Together, we Educate, Mentor & Encourage by:

Educating public officials about eliminating gender bias, as well as the value of gender balance and gender diversity in local government leadership

¹⁸. "Work Hard, Be Kind Strategic Plan FY 2020-22", Engaging Local Government Leaders, accessed August, 2021

Strengthening relationships between local government groups supporting women

Providing local government women leadership and professional development opportunities¹⁹

LWIG Link:

Mission Statement

National Civic League

At the same time that the environmental scan was being conducted, the National Civic League was examining changes in the Model City Charter. While not truly a peer organization to ICMA, many ICMA members and two persons on the UNC School of Government study team participated in the process and the Model City Charter serves as a set of guidelines for communities as they consider charter reform. The revised Ninth Edition of the Model City Charter published in November 2021²⁰, gives strong emphasis to advancing equity and engagement. A new Article VII recognizes the importance of the “active, informed, inclusive, and equitable engagement of community members, both individually and collectively” as an “essential element of healthy civic life and a thriving local democracy.” The article describes the role of public engagement and establishes principles for successful engagement—equity, accountability, transparency, accessibility, collaboration, and evaluation. New language reflecting the focus on equity was added throughout the document and a new appendix on “The Context for Social Equity and Local Governance” was added to the model charter. It is recommended that an equity office be established:

Social equity will be best advanced through the organization if each unit has designated an individual or a small team to serve as a lead resource within their department and a liaison to the city manager’s equity office. This office should be tasked with supporting the implementation of an equity lens, through the development of trainings, tools, communications, and other activities related to equity. The city manager is the chief equity officer, and that role could be delegated to another office of the organization as appropriate. Still, the city manager should be the person responsible for equitable administration.

The standards in the new model charter indicate that the National Civic League is adding support of the promotion of equity and engagement in addition to its traditional support for the values of efficiency and effectiveness.

19. “Our Mission”, The League of Women in Government, accessed August, 2021

20. *A Model for the Twenty First Century: Equity and Engagement in the Ninth Edition, Model City Charter - National Civic League*

Appendix 1A

NATIONAL ACADEMY OF PUBLIC ADMINISTRATION

CONDUCTING A GOVERNMENT EQUITY INVENTORY^{21*}

Equity

Inventory at the Departmental Level

1. What is the purpose of the department, what services does it provide, and whom does it serve? Identify any equity issues that have arisen recently. Meaningful citizen input should be included in the assessment process. What are the equity areas that are likely to be relevant to the department and its programs?
 - procedural equity (see definitions at end.)
 - access and distributional equity
 - quality and process equity
 - equal outcomes
2. Assess agency procedures to identify any equity issues?
 - How well does the agency meet the procedural fairness standard in its current operations?
 - What changes are needed to improve procedural fairness?
3. Assess the nature and distribution of benefits and services distributed externally, e.g., services, benefits, enforcement activities, etc., or internally, e.g., hiring, promotions, access to training, etc.
 - What criteria for access/distributional equity are currently followed?
 - What criteria should be followed?
 - How well is the agency performing in terms of the preferred criteria?
 - What impact is the agency having on equity outcomes relevant to its purpose?
4. Assess the quality of services provided.
 - Are there differences in quality by area of the city or characteristics of the client?
 - What changes are needed to improve the uniformity in quality?
5. Assess the outcomes impacted by the department's performance, e.g., sense of security, cleanliness of area, job placement, or health.
 - Are there systematic differences in outcome indicators?
 - What changes are needed to reduce disparities in outcomes?

21. * Source: James H. Svara, Presentation at the Annual Meeting of the International City/County Management Association, Minneapolis, MN, 2005, based on work of the Research Committee, Panel on Social Equity, National Academy of Public Administration.

6. What provisions are made for active engagement of residents from all social and economic groups to participate in the design and delivery of programs and in the development of their own solutions to problems?

Equity Inventory at the Jurisdictional Level

1. After reviewing departmental reports, what are the areas of strength and weakness in departmental equity results?
2. Are there systemic factors that explain the results across the city or county?
3. What factors produce success and shortcomings?
4. What policy and procedural changes are needed to promote social equity?

Background: Measures of Equity Developed by Social Equity Panel, National Academy of Public Administration

- A. Access and Distributional Equity. Review access to and/or distribution of current policies and services. Measures of distributional equity include
 - (1). simple equality—all receive the same level and amount of service. Examples: solid waste, water,
 - (2). differentiated equality—services provided to persons who meet selection criterion or who have higher need. Examples: low-income housing assistance grants; concentrated patrolling in areas with more calls for service.
 - (3). targeted intervention—services concentrated in a geographic area. Examples: community center or health clinic in low-income area.
 - (4). redistribution—effort to compensate for unequal resources. Examples: Housing vouchers and public assistance.
 - (5). In rare instances, services may be distributed in such a way as to attempt to achieve equal results, e.g., equal cleanliness or equal test scores, or to achieve fixed results, e.g., acceptable level in incidence of communicable disease.
- B. Procedural Fairness: Examination of problems or issues pertaining to groups of people in
 - procedural rights: due process and participation
 - treatment in procedural sense: equal protection
 - determination of eligibility within existing policies and programs.
- C. Quality and Process Equity. Review of the level of consistency in the quality of existing services delivered to groups and individuals. Process equity requires consistency in the nature of services delivered to groups and individuals regardless of the distributional criterion that is used. For example, is garbage pickup the same in quality, e.g., extent of spillage or missed cans, in all neighborhoods? Do children in inner city schools have teachers with the same qualifications as those

in suburban schools? Does health care under Medicaid match prevailing standards of quality? Presumably, a commitment to equity entails a commitment to equal quality.

- D. Outcomes. Disparities in outcomes for population groups (e.g., by race or income). The analysis should include consideration of how social conditions and individual behavior affect outcomes or limit the impact of government services, i.e., what underlying conditions contribute to differences in outcomes?

VI. Appendix 2

ICMA Report August 2022

Feedback survey to membership on Tenets 1, 4, 9, and 11
November 4, 2022 3:35 PM CDT

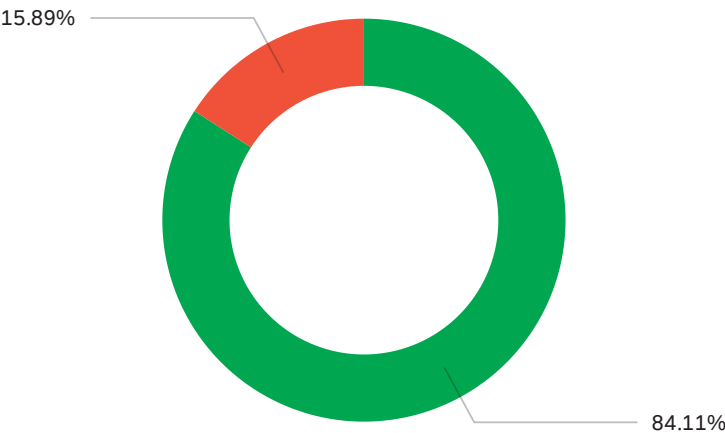
Do you agree or disagree with the proposed changes to Tenet 1?

#	Field	Choice Count	
1	I agree with the proposed changes to the language of Tenet 1.	84.11%	1879
2	I disagree with the proposed changes to the language of Tenet 1.	15.89%	355

2234

Showing rows 1 - 3 of 3

Showing sample data...



■ I agree with the proposed changes to the language of Tenet 1. ■ I disagree with the proposed change: Showing sample data...

Comments:

Comments:

As with every component of ethics, it requires a full commitment of ethical behaviors (emphasis on plural) by the Manager.

The list of adjectives is too long to hold meaning for the reader-user. Lose "efficient" if you feel strongly about including equitable and effective. Efficient is diminished in import by the desire to achieve the other two.

I disagree with removing "elected officials." To do so implies mob rule.

It's too long with effective and efficient repetitive.

I'm supportive of effective, but not sure how professional management directly relates to equitable.

Removing 'by elected officials' is important here since the tenet applies to professional managers.

We work for the elected officials and part of our mission is to seek to influence policy creation by elected officials that is equitable and effective etc. otherwise we are usurping the role of the electeds to establish policies thru their actions, budget approval. a

I think the ephasis on elected officials in Tenent 1 was acknowledging that professional management is supportive to those elected to office. By taking away that emphasis, this shift suggests professional management IS the government. This change, while appearing to make sense on the surface, makes a subtle but notable shift to suggest professional management IS the local government.

very good change

Insert effective as proposed. Leave elected officials in. Do not insert equitable.

take out the words and demogratic make it read equitable local government

If we delete he words, 'elected officials', who are we speaking to? Normally The Code has been used for introductory material to City Councils an staff.

Equity has been a missing link.

Comments:

I would remove the word "EQUITABLE" from the proposed language

I would add responsiveness as another core value. Suggested text: "We believe professional management is essential to EQUITABLE, EFFICIENT, EFFECTIVE, AND RESPONSIVE democratic local government."
Responsiveness connotes the idea of serving the unique needs of various groups in society. One could be efficient and effective in accomplishing departmental goals without necessarily being responsive to the public. This vital distinction is often lost in the extant administrative accountability framework.

Why would I want to work in an environment that excludes elected officials from embracing the proposed changes? I think the proper wording should be all officials (appointed and elected)

It could use further revision by placing "EQUITABLE, EFFECTIVE and EFFICIENT ahead of "professional management.

RECOMMEND:...essential to EFFECTIVE, efficient, EQUITABLE, AND democratic.... COMMENT: professional management should be above all be effective, and efficient than inures equitable and democratic I believe.

It doesn't read well. I believe keeping "efficient" is a bit redundant as it can be argued that an effective democratic government IS efficient.

The suggested change essentially has the same meaning with added, unnecessary double speak. No need to add trendy words because it makes you feel more woke.

The changes are Comprehensive and concise.

What is equitable, there seems to be so many variables to that vs. effective and efficient. For example, is it equitable to the constituents served, does it refer to hiring, staffing, etc. Does it refer to services and if so, what are the parameters, e.g., court rulings. What is the potential liability, we have already been challenged by equitable with citizens stating they are treated equitably. I support equity but I encourage you to evaluate the wording and consequences of changes like equitable and effective and how those are interpreted.

It is too cumbersome and poorly worded. I don't disagree with "equitable" and "effective".

I would re-order the adjectives: effective, efficient, equitable, and democratic (it seems to flow better and groups the meaning of the words better (effective/efficient and equitable/democratic are more aligned with each other)

"efficient" is unnecessary, if not in part redundant.

I do not agree with the stated definition of equity

Comments:

Too bad ICMA is choosing to go woke

With the additional wording is it going to be necessary to add and explanation on how to interpret the tenet as was done with this survey

Equality over politicized equity

Everyone is responsible, and it's not just the responsibility of the elected officials.

I believe keeping EFFECTIVE is fine, but I do not feel EQUITABLE needs to be added. Some public and community members may not feel a leadership decision despite being an effective decision.

I dislike removing the reference to elected officials. Local government management is a partnership with professional staff and elected officials. It wouldn't be a democratic local government without the elected officials.

Equitable is arguably a component of effective. Adding equitable to the list results in potentially needing to add other important considerations to the list as well. I would add "effective" but not Equitable.

I think that elected officials should remain. They remain the policy makers.

The role of elected officials is essential in a democracy, but Tenet 1 may not be the place to address that.

I support changes, but really struggle with leaving elected officials out of local government. While it is a partnership between professional managers and local government. Good, bad or indifferent, it is our job as managers to implement the directions and guidance from elected officials, not to go maverick or rogue and run the government, that is the local governing boards job. I would feel a lot better about this if "by" was struck and replaced with "with" between "government" and "elected officials". As proposed, I feel that it reads that the professional manager runs the government whereas the local elected officials establish policy for the management to operate under. If my council wanted to empty reserve fund to build the worlds largest ball of twine, I would advise against it, but if the votes were cast, I'd do as decided.

The current definition of "equitable" is somewhat divisive and general in nature. It is not necessary. It is a good way to confuse and divide your seasoned membership. We are supposed to be a-political, yet this language is that of the far left, progressive elements in the big cities. It has no place in a neutral city management environment.

I don't think we should remove elected officials since democracy is based on representation.

I agree with including "effective" here, but I don't believe that the word equitable applies here.

Comments:

Although I agree, I'm still not sure "effective" needs to be included again.

the changes almost water it down rather than strengthen. Adding equitable and effective makes a laundry list. Would be better to have a stand alone tenant that emphasizes that equitable management is essential to everything we do.

And elected officials (too).

I agree with the strikethrough language. I also agree that EFFECTIVE should be added. I believe that if government is efficient and effective, it is also equitable and the adding of the word is cumbersome and verbose as proposed.

remove Equitable and I would have agreed... it is not necessary in this statement

Effective is fine. We are founded as a republic vs. true democracy - the change limits representative democracy

I would support leaving as is and deleting "by elected officials".

I believe this change complicates Tenet 1. These matters should be covered elsewhere in the code.

I like the removal of elected officials. Professional management was created in part to guard against fraud and abuse. If we are changing the definition of what our soul purpose is, than equitable is appropriate. If it is not a core reason for the profession as a whole, than it belongs elsewhere.

All of that is assumed in professionalism

I think the words "AND democratic" should be removed

This is an important change since ICMA has no official influence over elected officials.

I believe the current language reflects equitable through democratic local government.

"to develop an Equal, Effective, and efficient democratic local government"

I disagree with adding equitable into the language.

Less words better. ". . . effective local government." is enough.

Comments:

If under the definition of equitable is ensuring outcomes and taking actions based on race I think this takes the organization in a direction that is more social engineering and not about what I believe the core should be and that is professional management--not social engineering

I have already completed this survey - why is it asking again

I 100% support this change in language

I agree with all changes except for the striking of, "by elected officials"

I am fine with deleting by elected officials. I think that the adds are too many words only complicating what is already covered by efficient and democratic.

Maybe we can remove the word EFFECTIVE.

Efficient government is already equitable. With almost every decision made there will be those that are impacted more equitably than others. This should not impede the decision if it is for the greater good or a legal decision from a legally elected governing body.

Remove equitable, include effective and remove by elected officials.

My disagreement with the proposed changes focuses on the use of the term "EQUITABLE." What does "equitable" mean and how does one know when it has been achieved? To me, it is a very nebulous term, with no definitive approach to measuring results.

Being accountable and transparent seems necessary to be equitable and effective

Leave the tenet alone. We can argue semantics all day long. The core message here is that we believe professional management is essential to local government. Elected officials need professional managers in order to govern.

There is a significant difference between the words efficient and equitable. That difference changes the meaning of the tenet. I would prefer to see a separate tenet dealing with equitable practices.

This amendment complete changes the intent of Tenet 1 that professional management is necessary to specifically facilitate better governance by elected officials. Interjection of the ideal that the "commitment to professional management should be organization-wide" should be additional to the original intent of Tenet 1 not revisionary.

Comments:

No problem with adding equitable and effective. Serious disagreement with removal of "by elected officials". The belief that professional managers serve the community as represented by elected officials is a cornerstone of the CM movement. Professional management and elected officials go hand in hand; any statement or change to the Code of Ethics which appears to diminish the role of elected officials in any way should be avoided. The organization does not exist for itself; it exists for the community as represented by the elected officials. Additionally it is a serious misreading of our organizations to believe that there is or will ever be an organizational commitment to professional management. Our front line staff and first line supervisors who constitute the bulk of the organization are highly unlikely to spend much time thinking about the value of professional management. The portion of the change eliminating focus on elected officials gains little and eliminates much.

The commentary on this issue in the survey makes sense. I agree that elected officials doesn't have a place as this should be our code rather than an overall code for government

I am ok with the change, but If you believe in professional management, you should not have to state equitable, efficient, and democratic.

It is important for the process and outcome pathways to the achievement of equitable, effective, efficient, and democratic local government be clearly outlined.

"Equitable", and "effective" are terms rife with subjective meanings. It will cause division among the membership of ICMA. By removing elected officials from the tenet, it takes away the focus of professional management. While managers should be supportive of staff, they are in their positions to do the will of the elected body.

I agree with the additions, but disagree with removing elected officials. We are a representative democracy - NOT a democracy

Looks good.

this is semantics. equitable has become a politically loaded word. the icma is supposed to be non-political

I agree, but think that the stricken words should continue to be included as it seems that elected officials will be opposed to being removed from this equation.

Equitable and effective are too vague unless specifically defined somewhere in the code. Omitting elected officials omits the fact that it is the elected officials who actually set policies and govern through management.

Effective is an adjective that is not in the definitions listed; Best use of effective is different from individual to individual, state to state and government to government. I would remove EFFECTIVE

Comments:

Use: We believe professional management is essential to effective, efficient, equitable and democratic local government. Those words in the order you had them just read incorrectly to me.

I don't think adding equitable is necessary as it is redundant and should be part of effective

I need to check to see if the role of elected officials is noted elsewhere in the ethics. Otherwise, it may look like only professional managers can assure equitable, effective, efficient, and democratic local government.

Like the change. Members are Agents of Democracy and can't always assume elected officials are.

Language better reflects the complexity of the job.

I believe it is important to retain the phrase "elected officials." Ultimately, they are the ones who set policy.

I favor the proposed language including BY ELECTED OFFICIALS.

I like the new language but I think a reference to elected officials is still important

I believe the order of the words is important. I would support "effective, efficient, and equitable"

I would leave "by elected officials" in the tenet.

Professional management is not essential to equitable nor democratic government. It is however, for effective and efficient government.

Consider revising it to read "We believe professional management is essential in furthering the ideals of local government including equity, efficiency, effectiveness and democracy.

ok with leaving as is but striking elected officials.

The proposed changes do not go far enough to address how professional management has been used as a tool of social control to maintain systems of oppression

I think elected officials should stay there it adds something about who appoints the professional manager.

I agree with the strike of 'by elected officials'.

Comments:

I suggest that a list of equally important values should be listed in alphabetical order so as not to imply a ranked order: professional management is essential to democratic, effective, efficient, and equitable local government.

I would use fair rather than equitable as it can be a divisive word in this political climate

professional management is essential to efficiently run local government, but it is not necessarily a requirement to achieve an equitable local government. Lots of strong mayor cities have tackled the issue of equity.

They should keep elected officials, in the proposed changes, unless we are looking for a broad brush with local government, which includes elected as well as appointed officials.

Generally agree, but would be interested in the nuances of what Equitable would mean in practice.

We believe professional management is essential to EQUITABLE, EFFECTIVE, efficient, AND EGALITARIAN local government by elected officials.

The wording lacks clarity. "Equitable, effective, and efficient" are all qualifiers of the operation of government. "Democratic" is a qualifier of the type of political structure. To have them run together reads kind of awkward. Maybe something like, "We believe professional management is essential to the equitable, effective, and efficient operation of democratic local governments."

I am okay with the revised language, but would suggest that the objectives of "Equitable, Effective, and Efficient" are often incongruent with "democratic" local government.

Don't delete by elected officials as our country is a representative democracy

This dilutes the emphasis on efficient and democratic values. The emphasis should be in defining Democratic as including the values of equitable or inclusive.

We shouldn't use all caps for those words though if this is a professional document. We're guiding members not trying to get elected for something.

is essential for an EQUITABLE, EFFECTIVE, and efficient democratic local government

I suggest efficient and democratic come before equitable and effective

Proposal changes intent of the tenet, trying to put too much in one tenet

Comments:

I might suggest "is essential to fair and equitable, efficient, and democratic local government. There is a difference between fair and equitable that allows for inclusion.

I do not agree with removal of the reference to elected officials. The wording could be improved, but professional management only exists with the support of electeds.

Locate equitable and effective after democratic & efficient. Democratic & efficient are foundations for equitable and effective.

I would propose: We believe professional management is essential to effective and efficient local government.

Orrie Covert

I would agree overall. But I do think equity, equitable are becoming buzzwords. I also think the context in how their overly used may cause harm to future workforce from a work ethic perspective.

Removing "elected officials" appears to overstate the role of professional management - which is not intended to supplant duly elected leaders.

I would replace "efficient" with "effective", replace "elected officials" with "professional management"

Looks good

The proposed changes match consensus reached during the feedback session I attended.

While I agree with the new language, everyone should look carefully at the definition of equity. The notion that services may need to be provided differently to people based on "characteristics and circumstances" reminds me of "Personal Focused Healthcare/Personal Care Services" and Concierge Medicine. In that world, there are endless definitions and nuances. Also, even today, with the intense focus on effective and efficient, there is no agreement what these terms mean. So, how will ICMA oversee any of these concepts/definitions? Is ICMA expecting members to tailor services to each human? How will you avoid lip service on these issues?

I disagree with adding the term equitable as it produces an unfair presumption that persons from a so called "normal or traditional" upbringing are unable or less able to reach their "full potential". I disagree that an "equitable" approach to government will produce better neighborhoods but will take away resources from thriving neighborhoods leading to their dilapidation. I also disagree removing "elected officials"; as professional managers, we are subject to and guided by elected officials. If elected officials desire a jurisdiction to take a more "equitable" approach, then we as professionals do that. As professionals, we are not greater than elected officials or the public we serve; we are subject to them, we serve them and lay our selfish desires aside. We can guide and offer advice but, ultimately, the local citizenry and elected officials determine how they desire to govern and be governed.

Comments:

"Equitable" and "effective" are political in nature. Efficiency is measurable, and democratic is a core tenet. I find the proposed changes to be in conflict with Tenet 7.

I prefer EFFECTIVE to come after efficient (people are used to hearing "efficient and effective" but it is semantics and personal preference.

To alleviate ambiguity, I agree with change. However I do interpret the original phrase as applying to 1) professional managers being essential to the way local governments are run by 2) the elected officials

I would also propose eliminating "efficient" as that may be an unintended roadblock to "equitable"

The challenge with the dichotomy between equitable and equal is that there are times when "democratic and local government" strives to be equal (e.g. distributive and flat tax rates) and times when it strives to be equitable (e.g. redistributive and progressive tax rates). Making everything be judged by an "equitable" only lens seems to go too far. For example, local democratic government assumes "one person - one vote." This is equality at its core for democratic local government. However, equity may call for weighted voting to counter perceived past or current inequities with clear and agreed-upon boundaries, and would seem to run counter to "democratic local government.

ok with other changes but would leave out equitable

Since most of our focus is on non-elective positions, I am concerned about removing the reference to elected officials altogether. Perhaps it could read including elected officials.

I want to read the whole survey first. I don't like that it made me answer before moving on.

Defining equity isn't the challenge, it's the application of equity that could be hijacked by purely self-interested groups/individuals to the benefit of themselves and detriment of others. Am I going to be censured for an ethical violation if purely self-interested individual/group accuses me of not appropriately administering "equity"?

Much more representative of today's professional management.

I like the addition and the illiteration, but I do not agree that "by elected officials" should be removed. Elected officials are often, collectively, the oversight for the "professional management", and they need may reminders of why consistent professional management is essential - including in the statements that govern those professionals. Additionally I would leave effeciant first in the list of "e's".

None

Comments:

I would go even further and spell out that this is essential UNIVERSAL goals (see: targeted universalism, scholar john powell).

Local democracy is the exclusive province of local citizenry and their local elected officials. Removing elected officials as the necessary element for a professional manager to effect democratic local government subtly usurps the democratic process of local governance. Removing "by elected officials" leaves professional management as the lone actor in Tenet 1 for effecting democratic local governance.

I suggest that the wording be changed to read, "...efficient, effective, equitable, and democratic..." I think that it sounds better.

you might also want to add "inclusive"

The "elected officials" section should stay in.

equitable but not to the point of going overboard to be inclusive, not affirmative action on steroids

My opinion is that Equitable, effective and efficient governing is a professional managers responsibility

I agree with the first part of the statement but disagree that removing "by elected officials" should occur. Managers must implement the will of the local elected officials and i think that statement in this tenet is important.

I like the language "by elected officials". I think the original intent was to make it clear that professional management should be provided? You lose this a bit with the changes.

It strikes me as diluting the value of professional management to the overall whole, and put inordinate emphasis on equity in that context. I wouldn't mind inserting the concept elsewhere in the Code, just not in this tenet.

Democratically elected local government officials are best served by professional management personnel, once you introduce any proposed outcomes you lose credibility.

I don't believe equitable should be included in the language. I like effective and good with strike through of elected officials

I'm concerned that the definition of the word "equity" that goes far beyond the traditional meaning of the word is too fungible and hazy for me to want it in Tenet 1. If the typical definition that includes words like "fair, impartial, just, etc." were used in this context, I would be wholeheartedly in favor of including it.

Comments:

I believe the proposed language is a better reflection of what Tenet 1 was meant to be.

While elected officials have the ultimate authority, people throughout our organizations make decisions everyday that affect people.

Decisions that define equity are policy and therefore, the role of the elected official. The removal of the reference of elected officials undermines the purpose of Tenet 1 which helps clarify that governance is the role of the elected official whom the professional manger works for.

My suggestion is: ICMA members are committed to the highest of ideals of democratic government, which requires affirmative action to promote equitable, inclusive, effective and efficient local government.

I do not like the word "democratic" as it has taken on so many different views, of which have been divisive, not cohesive.

The strikethrough is fine. Adding the word equitable places an undue burden on professional managers to ensure equal outcomes for all.

local government is led by elected officials and we should not ignore that.

I feel as if the equitable portion is forced. I would rather just delete the "by elected officials" and remove the rest.

This line of thinking is what has lead to the civil unrest in this nation and the attempted coup on January 6, 2021. ICMA is and should be apolitical. As lofty as a goal as "equitable" and "inclusion" is, we should refrain from political divisiveness at this time.

Stop focusing on DEI and focus on management practices.

Equitable is not fair to anyone because everyone is not aware of another's circumstances or lacking. It's discrimination on the contrary..

The capitalized "and" appears to be in the current language.

I agree with addition of Effective, and disagree with the addition of Equitable. That floats into policy areas that are the purview of the elected officials.

Agree if "equitable" is defined as as traditionally meaning "fair and impartial" .

Comments:

Why remove elected officials?

Elected officials remain the ultimate authority so our obligation is to provide them information and advice on achieving democratic local government.

Equal outcome is an impossibility to achieve unless accompanied by strong handed enforcement which runs contradictory to our republic.

I like adding back effective and deleting elected officials. Equitable is a good add

I like the additions and referring to elected officials does not make sense as they are not subject to the Code.

Should the Tenet be using the word "democratic" in the language of Tenet 1? Does this make the Tenet 1 favor one political party? Rather than disagree, I am just asking this question for better understanding. ICMA is supposed to be non-partisan since local officials typically do not run for office as Republicans or Democrats in many areas of the country.

Change democratic local government to achieve exemplary democracy in local government.

Allocation of resources to achieve a particular outcome is a political lightning rod that is a societal issue not a professional management issue.

Largely agree with the changes. I voted against the 2019 change dropping "effective" and I would still list it first here. I could also argue that to be effective, government must be equitable, but I understand the intent of the proposed change.

Disagree with the addition of equitable here.

Equality should be pursued (fair and equal treatment). Equity of outcomes is inherently discriminatory.

Equitable, effective, efficient all together seem too wordy; a mouthful

It is not appropriate to put equitable in this tenet.

I think you could remove effective. You can't be efficient if your not effective.

Excellent revision!

Comments:

Each of the 12 tenets is preceded by the phrase: ".....shall govern the conduct of every member of ICMA who shall:" While the sentiment is noble, the proposed language results in too many words to be effective. Moreover, the existing language itself is grammatically problematic. An example of concise proper grammatical structure would be: "Regard professional management as essential to achieve an equitable and effective local government."

this is a great change.

We do all things under the leadership of elected leaders, and elected officials should stay.

No deficits with existing language. Changes are superfluous.

I think equitable and effective make the tenet overly confusing. No problem with removing elected officials.

Excellent

Retain "by elected officials." Consider changing "democratic" to "representative".

"EFFECTIVE" and "EFFICIENT" are redundant. Consider eliminating one. otherwise the changes are good and I agree.

The word democratic seems kind of out of place now, but I like the "equitable, effective, efficient" together. "democratic" not being removed isn't a dealbreaker though

I am more interested in what this will mean in action. How will we measure its success?

I agree 100%.

Keep elected officials in the Tenet. That's who we work for and we shouldn't forget it.

I think it's important to leave in the reference to local officials if the word democratic remains. Otherwise it's not clear how professional management is essential to democratic local government.

Anyone working for a jurisdiction, elected to an office or appointed to a committee should have this commitment

A professional should not have to be reminded of being equitable.

Comments:

I only disagree with removal of "elected officials." We must both recognize and remember that we work for elected and they bring value. If they are omitted, we may be diminishing them which might result in them diminishing our role. There is value in saying, we work for people who are elected, to advance their idea in an equitable and effective manner.

I do not agree with the logic above. Elected officials are required

Govt. of the people, by the people, for the people!

Do not add the word EQUITABLE, imposing political and social policy is not an appropriate addition to the code of ethics.

Remove equitable and democratic

I believe there is no difference

I don't believe that equity, or equality of outcomes, is an appropriate role of local government managers. Additionally, the topics of DEI are currently hotly debated political issues in many parts of the United States. ICMA should not insert itself in such political issues.

Never before in our profession and our Country do we need to address inclusion

My only comment is that by taking elected officials out of the mix, we are saying that professional management is democratic, which is not always the case. Professional Administrators have to provide equitable governance, which is not always supported by a democratic ideal (the idea of majority rules is for politicians, not managers).

I generally like the way this is going, but I would prefer the word democratic be struck and replaced by representative

Disagree with the removal of "by elected officials"

in rare cases are any of our members "elected" and the revised sentence more reflects who we actually are .

Frankly, I'd remove "equitable" and "democratic". Don't think it is our place to judge who should receive more or less in the way of resources. The word "democratic" doesn't really add anything to the statement.

The earlier definition of equity contradicts with democratic. The definition provided is socialist, which is not democratic

Comments:

I do not agree with the definition offered for equity, much less as a policy initiative, so I reject this change which is based on the equity definition.

I am not sure the only path to equity involves a professional manager. I would argue it is more effective but, again, not impossible without a professional manager.

I've been watching this for enough years...we took language out and now we are adding lots of words...in time we will shorten it again.

remove efficient

Has professional management has proven to provide more equitable local government when compared to other forms of government? Perhaps the tenet should read "We believe EQUITABLE professional management is essential to Effective, efficient, AND democratic local government. Basically, the push should be for more equity among professional managers, not push a false narrative that all professional managers provide equity when that is more hopeful thinking that actual performance when viewed across the entirety of the country.

I agree with the added language to Tenet 1. I disagree with the proposed deletion. We work for elected officials.

not a necessary change

Equitable should not be first in this statement. Effective and Efficient should be first.

Should've never been removed. ICMA Board does a disservice to the membership when such changes are not fully vetted.

Agree with addition of effective, but not equitable. ICMA is not a political organization that should promote the enforcement of "equity". The enforcement and promotion of equity should remain in the sphere of "politics"; the primary focus of ICMA should be to promote effective, efficient and democratic institutions.

We believe professional management is essential to efficient, effective, and democratic local government.

Fair is fair

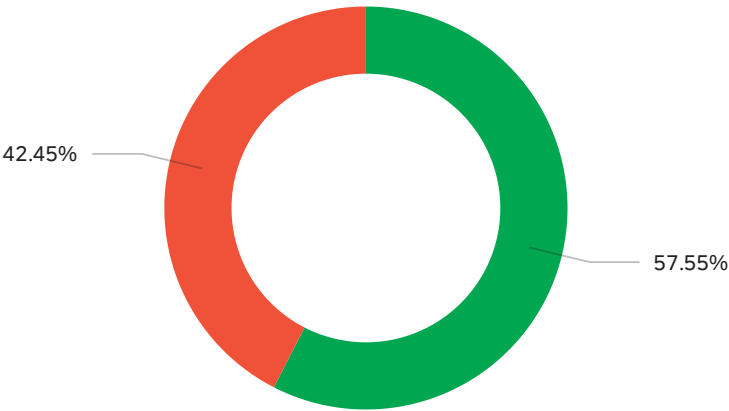
I like the addition of equitable and effective; I also like that elected officials is part of this. I suggest it say elected and appointed officials.

Do you agree or disagree with the proposed changes to Tenet 4?

#	Field	Choice Count	
1	I agree with the proposed changes to the language of Tenet 4.	57.55%	1258
2	I disagree with the proposed changes to the language of Tenet 4.	42.45%	928

2186

Showing rows 1 - 3 of 3



■ I agree with the proposed changes to the language of Tenet 4. ■ I disagree with the proposed changes to the language of Tenet 4.

Comments:

Comments:

"Best Interests" is a clear definition provided one knows the community. Equity promotion is a best interest regardless of location.

Equity is already included

Sometimes the best decision is not always the most equitable one

Best interest is still vague with limited definition.

I believe the proposed language narrows the scope of how we can ensure we are working to align with the best interests of people we serve. Equity is critically important, but the current text sounds like that is all we will promote. The farther we move from the word "people" the more disconnected we will become with the individual human experience.

While I agree that promoting equity serves the best interest of the community, there are other topics/areas that serve the best interest of the community. I believe it is too limiting to confine this concept to only equity.

by serving all community members fairly.

The proposed language reflects only one facet of good service

Pieces of the definition of equity should be used here to ensure common interpretation. Perhaps add at the end 'of processes and outcomes'.

I don't think there needs to be a change in the wording because serving the best interest of the community is already inclusive of promoting equity;

Equity is important but not the only aspect of serving a community

Equity is very important - but best interests goes beyond that

I disagree that the former language was "too passive" -- rather, "serv[ing] the best interests of the people" it is foundational to ICMA. The change is too limiting: it limits our service to the people to a matter of equity alone ("...by promoting equity"). In actuality, the interests of the people are served by more the one measure or method.

Comments:

Seems like the new language is unnecessary, if we serve the best interest of the community--that should be the prime function. Equity should be obvious.

I tend to agree with modifying "...interests of the people" too "...interests of either THE COMMUNITY or COMMUNITY MEMBERS. However, to add "by promoting equity" I think makes it too narrow; there are many ways in which "best interests" of whoever can be identified, exercised and/or promoted.

There is more to management of a public organization than just equity. Promoting equity by itself does not ensure that the best interests of community members are served. It depends on the context. In a disaster, I will not be thinking just about equity. Remember we claim that public adm. is the 3 E's.

We should serve the good of the people regardless of what that need is

I agree with promoting equity, but the proposed wording makes that appear to be the only value in "best interests."

This only serves to limit the best interest of the people for the purpose of only promoting equity. Equity is one of many facets that serve the best interests of the people.

The language change seems much more limiting instead of being more broad as intended.

"Serve the best interests of the people." seems to encapsulate a broader perspective than just equity.

To me, equity is in the best interest of the people and therefore it is not necessary to make this change.

Current language should be retained.

take out the word members

I appreciate the definitions you provided upfront at the beginning of the survey as these key terms are important to understand.

There are many other ways to best serve the community members than just promoting equity.

Promoting equity is important, but so is efficiency, effectiveness, sound management practices

Given the changes in the previous Tenet, this seems redundant and somewhat limiting. The people covers all participants.

Comments:

broader service focus is better

I agree with the sentiment, but the revision implies that promoting equity is the only way we serve the best interest of the community. I would agree with something like "Equitably serve the best interests of community members."

This requires equity as a focus even if it is not a community priority

I think the current language is all encompassing and less is better.

The added wording is redundant.

I do not see the need for Tenet 4 to focus exclusively on EQUITY. I suggest the following alternatives: "Serve the Community by promoting the PUBLIC INTEREST" or "Serve the Community by promoting the COMMON GOOD of all members."

I think adding the 'by promoting equity' it opens this up for further revisions that just keep adding to phrase. I believe in equity, which is in the best interest of a community. I don't think that needs to be explicitly stated in this tenet.

The new language is a call to action rather than granting permission to passively sit back and do nothing.

This is too loaded and unnecessary

Recommend the tenet not change. If a change is needed it should end at community. Equity is fundamental to the professional management of local government and is addressed in the change of Tenet 3. The balance a city manager must make when recommending programs and services is based on the balance of social equity, individual rights, accountability and efficiency. We should either elaborate on all of these in the tenet or leave it at the simple statement "serve the best interests of the people". The Tenet 4 guidelines explain the meaning and the true balance is with "the people" served not just the balance of the community..

Include efficiency and effectiveness

Service and equity belong in the same sentence and both are equally important service and equity are required tenants in Ethics.

I believe the tenant should be simply stated. I believe "by" is including a guidelines in the actual Tennent

Comments:

The proposed language provides too narrow of a scope for all that should be supported, promoted, and strived for within the community and organization. My view and support of the current language is - as Managers and leaders our principle goal regardless of topic/issues/concern should be for and in the best interest of the community and organization.

one focus group that I witnessed also embraced "all" as a modifier to community members

too narrow. Is promoting equity the only issue ?

People is not exclusionary.

The concept should be contained in the current language. I don't know that adding the word equity does anything since we should already be doing that.

equity is not the only way to meet the goal and by singling it out it seems to be an overstatement

The current language is more broad and appropriate for the profession

Are you suggesting that the only way of serving the best interest of the people is by promoting equity, because I believe that is one of many ways to serve the best interest of the community.

Serve the best interest of the community by promoting equity. Community members seems redundant or obvious.

I am agreeing with the concept but I don't like the language. "Serve the best interests of the ENTIRE COMMUNITY, EQUITABLY" would be a less clunky way of saying this. "Promoting Equity" is just as vague a phrase as "best interests."

It takes the tenet from the larger "community" which includes not just members (such as places and things). How about "Serve the best interest of the community by promoting equity and inclusivity." So it reflects that even places formerly not accessible to some are promoted, among other reasons.

Yes, it can be wordy sentence.

I believe "promoting equity" is one way to serve the best interests, but is too narrow. I would support "Serve the best interests of all people."

Comments:

While I agree I wonder if the proposed change is too narrow. "Best interests" has been correctly identified as lacking definition. But the interests we serve are not limited to equity. I'll be interested to see how other democratic principles may be addressed in the balance of the proposed tenets.

I don't strongly disagree, but it seems to me there are other important virtues beyond "equity".

Serve the best interests of COMMUNITY MEMBERS BY actively PROMOTING EQUITY. (I believe adding the word ACTIVELY interjects purposeful and deliberate engagement).

I believe equity is crucial in the community I serve in. That said, through conversations at the ICMA Conference in PDX last year, I don't know if equity is a value for those who serve in more conservative areas and whether this revised tenet would lead to an unintended consequence of more conservative CMs feeling like ICMA is becoming partisan and therefore dropping out. I haven't been part of the equity conversations at ICMA, but wanted to mention this here. I think this item would benefit from additional consideration and stakeholder outreach from towns particularly in the South and other conservative member states. Because the code of ethics is something that all members swear to abide by, it might put some folks in a compromised position in certain parts of the country where "equity" is a partisan word. I understand the desire and importance to incorporate equity into the tenets. For this particular tenet, I think there are many ways to serve the best interests in the community and promoting equity is certainly one of them. One suggestion would be to add a new tenet specific to equity, rather than trying to fit equity into the old framework.

This should be a foregone conclusion when in public service.

If historical bias has not been determined, shouldn't equality then be considered?

Adding "by promoting equity" indicates that is the only way to serve the best interests of community members which is limiting.

Replace the word "people" with "community" in the original tenet and delete the other changes.

Too narrow, promoting equity is only one way to serve the best interests of the community

Does the proposal mean that equity becomes the primary interest above all others?

Equality keeps members from becoming viewed as partisan politicians with recent history of equity pushing for favored and unfavored groups

This makes serving the best interests ONLY related to equity, as opposed to serving best interests in an equitable manner. I'd go with something like "Equitably Serve the best interests of the community."

Comments:

However, there is a lot more to this than promoting equity.

Community is part of the people as it's a general term. I would agree to the proposal on promoting equity however when we refer to the best interest of the community members it leaves out everyone else who is not part of the community but living in the community

Municipal and county leadership decisions may not always promote equity for ALL persons though the attempt may be prevalent.

It sounds like the tenet is assuming "equity" is the best or only community interest. I prefer the more general agreement that we promote the best interests of the people (which I do believe includes equity, but not exclusively).

Promoting Equity is only one way we should be serving community members. I think this statement puts this idea above all other responsibilities by calling it out alone in the tenet.

I do agree with the proposed language but am troubled by the limiting how we serve the best interests of community members to just promoting equity. Equity is very important...as well as efficiency, effectiveness, and democratic values. I would prefer language that we promote the best interests of community members by doing all four components.

This implies that "the best interest of community members" can only be achieved through equity or that "promoting equity" outweighs any other consideration. In all cases, there is a balancing act, and there may be times that the decision is not driven by equity.

OK w equity reference; people reference should stay; community member may infer that some people are not members of the community, either non-residents or undocumented residents.

By promoting equity is actually too limiting

This changes the tenet to appear to only promote equity as the only way to serve the best interests of the community. I would offer that it should continue to emphasize people rather than equity by saying, " Serve the best interests of all members (or every member) of the community. Equity is a method of serving all the members and should be used in the guidelines.

The current is more concise yet inclusive.

Serve the best interest of the community while promoting fairness and equity.

Comments:

Tenet 4 had a better frame before it was revised in 2018: Recognize that the chief function of local government at all times is the serve the best interests of all the people. When "all the people" was eliminated, the tenet lost clarity. The promotion of equity is implied with the pre-2018 wording.

I fully support changing people to community members, but why limit our service just to equity? It should also be effective and efficient services in the best interest of the community

I think it narrows rather than expands the best interests of the community. "including promoting equity" would be better

I did not sign on or take an oath to follow the progressive liberal mantra any more that I signed on to follow the right-wing republican ideology. We promote good government, not some woke ideology of the day. Equality is espoused by our constitution and our declaration of independence. Equity is an ill-defined and ever-morphing term that is divisive both politically and ideologically. As City Managers, we are supposed to be apolitical. This makes us a progressively liberal entity. This series of changes will drive many members to leave the organization. If I tore down the current code and posted this political rhetoric, I would be fired in a second.

Propose- promoting equal access (rather than equity).

Although I would suggest putting the action of promoting equity first...i.e. "Promote equity to best serve the interests of ALL community members."

There is much more to serving the best interests of the community than just promoting equity. There are many other sentiments that could be included here and I'm not sure why we would limit to only equity. The new statement makes it too narrow in my opinion.

In this case, singling out equity raises the question of what is not considered. Agree with the change to say of the community members instead of people.

Promoting equity is not the only way to serve the community. Promoting efficiency and economy also serve the best interests of the community.

The narrowing of the tenet is unnecessary. Serving the best interest of the "people" includes all members of the Community. Narrowing language takes the focus away from a requirement to do what is right for all to a potential limited interpretation that we only do right for a few.

this proposed change narrows the focus of best interests overall, to best interests as relates to equity. I'd prefer something more like ... Equitably serve the best interests of the community

And promoting equity.

Comments:

I agree conceptually and do not oppose that equity should be promoted but I believe that "best interests" purposefully lacks a clear definition because it encompasses much more than equity.

With the new proposed language you are only focusing on serving the best interest of community members by ensuring equity. There are many ways government entities can serve the best interest of the community and that is reflected in the current language. The proposed language only focuses on equity and this restricts this tenet. Not to mention, equity is already included in the proposed language for Tenet 1

I think the original language meets the need without any adjustment. Unnecessary change.

Perhaps to read: "Serve the best interests of the "community" by promoting equity". Equity is not just for citizens of the city but for the citizens, visitors, etc. "members" seems to promote just people who live in the community and not all that visit.

I agree with explicitly including the word equity in this tenet. However, the sentence as a whole doesn't make sense to me (perhaps the new guidelines will help.) What does promoting mean? To me we need to focus more on action words than just "promoting" something. What about "serve the best interests of community members through equitable service delivery"?

If all are simply treated the same - we only don't need elected officials. Managers act in the interest of the community under elected official policies.

Since equity is being inserted into the various sections, please define what is meant by equity.

Keep it Simple. Serve the best interests of the people.(PERIOD) I would be okay with changing the word "people" to "our constituents."

Ensure inclusivity and diversity by promoting equity for all community members.

If tenet four initially lacked a clear definition, now it seems to be too limited. Promoting equity is among the most important ways the best interest is served, but the "best interests" are also served by preserving/protecting investments, providing a safe, healthy environment, enhancing quality of life and myriad other ways. This tenet could even be improved by modifying the original to: "Equitably serving the best interests of the people." It's the WAY the service is done.

Personally I agree with equity, but it is a loaded political term, and asking members to pick up the mantle may put them at odds with their elected boards. Also, the proposed wording implies that we won't serve best interests in any other way than promoting equity.

Comments:

If we keep reusing the word equity in all our tenets, it has less meaning. We have to choose words carefully to show that, as city management, we seek to be equitable through our actions.

This narrows the only reason we exist is to promote equity. While a noble organizational value, is it the reason ICMA exists?

I'm ok with adding equity but seems incomplete because equity is just one way to serve the community. I prefer "Promote Equity while serving the best interests of the community"

I'm conflicted on this one. I'm committed to DEI and think we need to achieve equity in our service delivery. However, I'm concerned that saying ICMA members will promote equity could put some at serious odds with their elected officials (promoting being the word I'm most concerned about). How would an ethics violation work here? Also, I could see members of my community looking at that tenet and asking, why are we paying for our manager to be a member of this organization?

While I support the addition of promoting equity I think it is too narrow and might exclude community interests other than equity

"best interests" is still not defined/specified. Promotion of equity should not be the only thing driving the best interests of the community members. The wording implies this is the only method of service.

This feels limiting to me, expanding. Promoting equity is essential but not the only way to serve the best interests of the public. Perhaps, by not reading this in the context of the whole code, I'm missing the point.

I would prefer that it states that we promote EQUALITY over equity.

Not everyone we serve are community members. Perhaps it can say "Equitably serving the best interest of the people"

Best interests of the people includes all people and infers equity. The current statement is sufficient

Serve the best interests of the community

I don't necessarily disagree but think this really narrows the meaning and creates a loss in the broader sense in what this tenet covered. I agree equity is an important aspect of serving the best interests of the community but there are many additional aspects to serving the best interest of the community.

Much more than just saying promote equity, feels vacuous

Comments:

Perhaps there are other "best interest" lens' of the community that should be considered.

I totally agree that promoting equity is important in serving the best interests of community members, but this looks like it's the only way. Maybe more accurately it should read: "Serve the best interests of community members using a lens of equity."

Best interests include equity but it's not the only interest

Serve the best interests of ALL COMMUNITY MEMBERS BY PROMOTING AND STRIVING TO ENSURE AND PROMOTE EQUITY

"best interests" is still be more broad then simply promoting equity.

Many times the best intersts of the people and desires of governing body is not equitable.

Change Equity to Equality. Managers should strive to create the Opportunity for anyone to be successful, as equality is defined in the beginning of the survey.

I agree with the spirit and intent of the change, however, COMMUNITY MEMBERS, is a poor choice of words. My suburban community uses the phrases "neighbors" to denote citizens and taxpayers. We use "community members" to denote participants in community/civic/social groups who have an attachment to Goddard. Often times community member priorities are at odds with those of our neighbors, and frequently this entails lobbying city government for additional allocation of tax dollars, which are not paid or monetarily supported by community members as they reside outside the taxing jurisdiction.

I would prefer it to read "Serve the best interests of the community."

prefer the "simplification" language from 2018; just don't agree with using "community members."

Why cant we promote the best interest by a "balanced budget, safer routes to school and work, innovation and integrity." We can't just say equity to make it seem like we are doing something.

best still lacks clear definition

This makes it sound like there's only one way to serve.

To me the first statement is sufficient and inclusive.

Comments:

Not our responsibility to promote. Puts us in a political position

Again when you look across the country this language would be divisive and amongst the profession again promote and try to endure outcomes. I am all about equality but equity language is beyond what our organization should be focusing on.

Serve the best interests of the community, seems like a better statement.

The best interest includes promoting equity so I am unsure if spelling it out is required.

This limits the scope of Tenet four rather than broadening it. We should serve the best interests of the people in many more ways than by promoting equity.

Equity is only a piece of what needs to be done to serve the best interest of the community. The proposed language implies that if we achieve equity, all other problems will cease to exist.

Specifying equity here narrows the concept too much. Recognizing that government derives its ability to serve from the consent of the governed is its own concept. There are many ways to serve the best interests of community members. Putting this here appears forced.

Again, With almost every decision there will be some that benefit more equitably than others. Additionally, serving the best interests of the people is making equitable decisions.

Stop after "community members"

Equity is only one component of how we should be serving the "best" interests of the community.

I like "community members" over the phrase "the people", but suggesting that the only way to serve the best interest of the community is by promoting equity is far too limiting and ends up excluding other important factors.

I think Equity, despite its definition provided, is somewhat subjective and could be misconstrued. But then people will say the same for "best interests." It is not a major problem for me. It just now has two subjective terms. But I agree with the better defining of the "people." I like the addition of "Community Members."

If the goal is to add clarification to "the people", then the replacement language does not add any clarity and raises the question if "community members" are members of the population served or the members of ICMA

I would propose: "Serve the best interests of Community Members."

Comments:

I agree with the changes. I agree with the comments that best interests is not well defined and does community members just include community members present or prospective community members. I also believe the guidelines should encourage the community advising local government management about what their "best interests" and wishes are.

I believe this makes the tenet too narrowly focused

...through accountability and transparency

Leave the tenet alone. Best interests of the people makes sense, as it speaks to fiduciary responsibility, and duty of care.

I also think it would be sufficient to stop after community members.

I would delete the last 3 words

This implies that equity is the ONLY way we are serving the best interests of the people, but that clearly isn't true. It is an important one, but not the only one.

The word "including" should be added, otherwise the proposed change too narrowly defines "serve the best interests".

Serving the best interests of the community does not mean just promoting equity, which is how this is phrased. I could agree with language such as "Serve the best interests of community members while promoting equity", for example. Otherwise, I am strongly opposed to this language.

"community members" sounds like the select group of people that show up town hall meetings which has a history of being against equity.

There are many ways to serve the best interests of the people. We should not focus solely on equity and exclude others because equity is the hot issue of the day. Equity should be a separate tenet.

I am agreement with a change that states "Serve the best interests of the Community by promoting equity". I strongly disagree with including the word "members". Serving the community fairly and impartially is already a cornerstone of the profession; changing that focus to serve individual community members (whether single or collective) is a dangerous step; the profession has long prided itself as neither seeking favor from nor discriminating against any individual in our communities. Changing our focus from the community to specific (individual or collective) community members is a misstep. that the change to Serving the best interests of the Community

Comments:

I don't mind changing "the people" to "community members." Specifically calling out the promotion of equity in a tenet that is intended to be broader than that seems out of place.

Agree that it would be helpful to provide the types of actions to promote equity. Where are individual communities at regarding this work?

Equity is not the only value to consider. Also - in many communities - community members are not the only people who are served by the local government.

The best interests of the community include but are far more broad than just equity. Either list multiple interests or none, don't just single out one particular item.

Obviously stronger wording than the original.

Promoting Equity is just one way we serve the best interest of the community. If you change you are stating promoting equity is the only way to serve the best interest of the community.

However, the actions for serving the best interests of community members to promote equity should be clearly indicated.

While I agree, the proposed language may imply that the only way to promote the best interest is through promoting equity.

This actually narrows the focus of the tenet and takes away from the diverse interests of each community. Encouraging equality is something that almost all communities embrace and is one of the values that is in the best interest of the people. Many values should be included in "best interests" and will vary depending on the community.

It is imperative that we become a more inclusive society.

I like including equity, and I like promoting equity, but I don't believe that is the only way to "serve the best interests of community members." For example, we serve their best interests by acting ethically, and by promoting financial stability, etc. Perhaps: "Serve the best interests of all community members in an equitable manner" or something along those lines.

I agree with the principle, but are there other references to acting in the best interest of the community in a more general sense? If this is the only reference in that respect, I'd be concerned that we're actually narrowing the scope by solely referring to equity.

I believe our actions have impacts beyond the borders of our communities that need to be considered

Comments:

Equity is only one of many interest that should be promoted when serving the best interests of the community members. it is too difficult to identify all of them so I would change the proposal to say "Serve the best interests of all Community members"

Consider "serve the best interests of the people by promoting equity and through equality. While we should always endeavor to be fair and understand the circumstances of the person or group of persons we are assisting, we should also ensure that every person or group of persons has access to all of the services, resources, and opportunities.

I dislike "community members. I would prefer it read "Serve the best interest of the people by promoting equity.

it seems like there should be something after equity... promoting equity and inclusivity.. or promoting equity and livability.

How is "community" defined vs "people"? Promoting equity is not the only best interest that is to be served. Current language infers ALL ASPECTS are considered when striving to serve the best interests.

this is not needed and is more restrictive than the original

I don't know that changing from "the people" to "community members" addresses the existing problem of the phrase "best interests" being ambiguous. I think this is the larger issue with the current wording of Tenant 4.

I would reword the proposed wording to THE WHOLE COMMUNITY, or something such as this.

Only if "promoting equity" is specifically defined as suggested later in Tenant 4

I agree with the concept, but the "ethical" approach to PROMOTION challenges our ability to ethically meet changing political demands and the Council defined level of political/technical involvement

Use: Serve the best interests of community members by promoting inclusivity.

This seems to emphasize promotion of equity as the only route to serving the best interests of the community; I would revise to say: Serve the best interests of community members and promote equitable delivery of services (or something along those lines), Equity is certainly in the best interests of the community; however, it may not be the only interest that should be taken into account.

i dont see the need to add in promoting equity. I see the need to clarify best interests

Comments:

I think the addition limits the scope of the tenet. There are more ways to serve the best interests of the community than by promoting equity.

Why add equity? If we add equity, then we should consider adding several other qualifiers, i.e. representative, fair, unbiased, etc. The current tenet is simple and straightforward. Our purpose and mission is to serve the best interests of the people. Equity is part of that as is efficiency, ethics and more.

This makes it one dimensional and ABOUT one aspect (equity) rather than a much broader range of issues that best interests are relevant to.

"Equity" is a continuum and ultimately a community standard by the elected policy body. If a professional manager does not share the "equity" posture of the community as represented by the policy body (which may be wholly unacceptable to the typical community), does that make the professional manager unethical...subject to censure because they choose to work for a policy body that was not equitable? I am not sure on this one.

Equity is not the only value that is in the best interests of the community. Id suggest instead stating in the best interests of the whole community.

I disagree

It actually dilutes the Tenet by adding narrowing language.

I agree with concern that "best interests" lacks definition. "Best interests" is very broad, while "equity" may be one of a number of aspects to be considered.

too narrow

I would prefer the word "fairness" instead of equity.

This makes it seem like the only focus of the tenet is equity.

Equity is not the only matter in serving the best interests of the community.

Serve the best interests of ALL Community members.

Equity is already inherent in the original text. The term "community members" is more exclusive than the term "the people."

Comments:

The wording seems to imply that the only way to serve the best interest of the people (community members) is by promoting equity. I'm not sure I agree. Equity is good and admirable, and should be generally sought after. But I'd say there are other aspects to serving the best interest of the people, too (e.g. fiscal responsibility, efficient services, building community, etc.).

I am not sure about this. It seems there would be other actions to include in addition to "by promoting equity"

Good intention, but narrows the definition.

But I think it should be broadened a little. Perhaps add "by promoting integrity, accountability and equity in local government."

The change takes a very broad, overarching statement of purpose and intent of the profession and make it specific to one course of action.

I would suggest the language "Serve the best interest of the people in an equitable manner." I much prefer the word "people" over "community members". Also, I don't believe the only way to serve them is by promoting equity, but it certainly should be an intended outcome.

Add and "INCLUSION"

I think that there is a lot more that goes into serving best interests of the community, promoting equity is only one component.

I understand what is the attempt but this seems to miss the mark...this implies that you can ONLY serve the best interests by promoting

I understand the change, but I think the simple language for this tenet still resonates with the equity message.

The current language serves well..."best interests of the people". That is the bottom line of what government should be doing. By adding the equity term, you're limiting what govt should be doing.

I absolutely agree that equity needs to be included as part of the code of ethics but promoting equity as included in this statement is only one way we serve the best interests of community members. The tenet should read "Serve the best interests of community members" and promoting equity should be one aspect of how this is done.

You may want to consider something like "serve the best interest of the community and all of its people in a manner that is fair, inclusive and equitable.

Comments:

Suggest the change end with "Serve the best interests of the community."

ok with adding COMMUNITY MEMBERS and then period.

I agree with the sentiment, though I'd like to think promoting equity is inherent in serving the best interests of a community.

Prefer: Serve the best interests of all the people in the community

Would also support Serve the best interests of the community by promoting equity.

Think the current language already says that; suggest changing people with "community members"

"by promoting equity" seems to limit the scope of how the best interests of the people might be served.

"People" needs to remain. The way the world is changing, the proposed "community members" could be interpreted to include animals, insects, and other living things, which could make the scope of work of public professionals too broad to be effective. Perhaps leaving "community" and strike "members" to achieve the desired impact of this tenet?? I agree wholeheartedly with equity in opportunity. I disagree with equity in access to resources (they are limited and should be stewarded as such with criteria for access in some situations). I disagree with promoting equity in outcomes because it is ultimately unachievable. Not only do people interpret and perceive circumstances and situations differently, their perception of equity in outcomes may also be different, and may be influenced by their desire for a specific outcome. I would support more specificity to this tenet stating "...by promoting equity of opportunity."

I agree with the intent, but don't like the way it is worded. I'd like it better if it was less about promoting equity and more about being equitable. Equitably serve the best interests of all community members.

I feel the language should reflect a more intentional equitable practice, then to simply promote equity. Perhaps something like "Serve the best interests of community members through an equitable approach/practice" or something similar? Just my thoughts. Thanks for the opportunity to share!

Equity doesn't guarantee much and is a bit socialistic. Diversity is what is meant and the wording should state it.

I would suggest "Serve the best interests of community members."

Nice.

Comments:

Redistribution of wealth has always been a function of local government but I feel the term "equity" is also too broad

I think the phrase "by promoting equity" could be interpreted very broadly, and could be too narrow.

Community seems to be a little too narrow a definition. I like "people"

by promoting equality feels passive - suggested text: Serve the best interests of community members through equitable practices

The best interests of the community can and should be more than JUST "Equity."

I agree in general, but is that the ONLY way we can serve all? Feels constricting.

While of course I agree with promoting equity I think we have now narrowed best interest to that one criterion.

Equity is one value - important, but so are other values (efficiency, effectiveness).

There still is a lack of clarity as to what is meant by "best interests." There also is a lack of clarity as to who are "community members." Does this include businesses? Is it only those who are residents? I like the idea of promoting equity, but I do not understand the tie-in to serving the "best interests" of "community members." I'd say something like, "Serve the best interests of the community by removing barriers to equitable access to and participation with the government."

I believe the just adding the words "by promoting equity" limits how we should best serve the interests of the people or community; if the word "including" was added (or a similar meaning phrase), I would have no objection

It seems we are putting this on the responsibility of Public Managers. We can only advise and implement within our authority. Really this is window dressing if we do not have the support of the elected bodies.

Promoting Equity is important, but this revision makes it sound like Equity is the only thing that matters when it comes to serving the best interests of the community

Need to define what equity means and not leave to interpretation

Drop the word "members." Equity isn't the only interest that should be promoted by our members.

Clunky wording. I suggest: Serve the best interests of members of the community by promoting equity.

Comments:

I would leave off the last phrase "by promoting equity" We should serve the best interests of all in all areas, not just equity.

I think it is essential to add equity.

Defines "best interests" too narrowly

This seems to promote more sectarianism.

There are much more ways to serve the interests of the community members, than by just promoting equity. You are targeting the use of equity here where it should be a stand alone Tenet elsewhere (which I believe you are doing later on in the survey)

Define "best interests". A wording change could be.... all community stakeholders by promoting equity

The proposed language better defines the people, but should not get into the "how". We do more than just promote equity when serving the interests of the community.

Tenet should read: "Serve the best interests of the Community.

Serve the best interests of the community as a whole. Promoting equity is part of that. Carving out sounds activist which is not the role of the local govt manager but making equity part of the wole equation of managing definitely is.

Promoting equity is not the only way in which the best interests of the community is served. The revised language does not make that clear.

I believe that promoting equity is incredibly important in order to serve the best interests of the people, but it is not the only way. This language seems to exclude some other points and is narrowed only to the focus of promoting equity.

This makes it sound like our sole purpose is to promote equity, and following from that, not ALL the "people"

End after members. Equity already addressed in Tenet 1.

We do this by many things not solely equity. This wording makes it seem like that is all that is necessary and good governance takes a lot more than buzz words.

Comments:

Less is more

I think best interests captures the intent. Equity should be in the guidelines.

Add...and social justice.

Serve in the best interest of the community as a whole.

Too limiting, implies that the only way to serve the best interests of the community is by promoting equity.

I feel like this revision takes a wide ranging commitment to serving our community to a more narrowly tailored goal through the lense of equity. While I appreciate the inclusion of equity in this tenet, I feel that this revision weakens the original statement. Perhaps another tenet is a better place for greater discussion of equity.

I don't see the need for this change. If we see people as people, not as objects it says the same thing. But I am fine with the change.

I would slightly modify the changes to read, "Serve the best interests of the community by promoting equity."

The current tenet is appropriate for all in my opinion

While best interests could be better defined, it certainly extends beyond promoting equity.

It gives the impression that only promoting equity is deriving the best interest of the people.it should be more inclusive

A community's best interests are defined by many factors, not equity alone. Suggest serve community members AND promote equity.

I believe the language is unnecessarily narrow. There are many ways in which the community can be served.

I would propose: Serve the best interests of ALL COMMUNITY MEMBERS.

Again, the overly used equity word. We're simply here to best serve the people... and within that is the Community.

I am fine with the language, but personally would strike the word MEMBERS

Comments:

Community members is too broad and can be defined and redefined in too many unconstructive ways.

This loses the broader concept of "best interests" that is usually multi-faceted.

I find the language too limiting. .WE need managers to promote other interests like combatting climate change and poverty

Current Language is sufficient.

While I agree. I think the word MEMBERS should be deleted. Community is a broader term which includes institutions, organizations and business. Members is an expression related to individuals.

I don't think equity is the proper all encompassing term.

This may be getting too specific. Can't we serve the community members in other ways besides just promoting equity? Maybe it should say - Equitably serve the best interest of the community members OR Serve the best interests of Community Members through a lens of equity.

We work at the pleasure of the elected officials and to serve the best interests of the people.

I am concerned that "equity" may not be a standard that all members of the community may feel/realize.

I do not think you are broadening the language. I think it reads that you are limiting it to the promotion of equity. I like the far more inclusive original language, which means serve the best interest of the people in all contexts.

The added wording is limiting. There are many ways by which we serve the community, not just by promoting equity. I would change the word by to including.

I suggest the following language: Serve the best interest of Community Members by Promoting Equity and Inclusion.

Is promoting equity the only way to serve the best interests of the people? I'd argue that serving the best interest of the community has a lot more to do with than just equity.

This is very true, but is now so specific that it does not include the other ways in which we serve the best interest of the community.

Comments:

I very much support the idea of including and naming equity as a component, but I don't believe that promoting equity is the only way to serve the best interests of the community. So if the tenet is going to include "by promoting equity" it should, in my opinion, also include something else, "by promoting equity, integrity and financial sustainability" or something like that.

It does more than promoting equity. Don't gut all the other reasons

"Meet the best interests of the community members by promoting equity."

Stop with all the political correctness already.

Would suggest "Serve the best interests of community members".

Ok

The additional language convolutes an otherwise simple and agreeable tenet.

Revision indicates members are to treat everyone the same.

I don't disagree with creating more of an emphasis on equity, but I don't feel comfortable with highlighting it as the only way to serve the best interests of the community. I feel like promoting equity is one component of serving the best interests of our community. I think there are a few different ways to address this concerns. Additional examples could be added to the proposed language, equity could be emphasized in the guidelines (not my favorite option), or we could add a new Tenet that just focuses on equity.

The proposed language is very weak/vague and will leave too much discretion in interpretation. Please consider something more useful like "...by promoting equity in services, contracts and employment." You are treating "equity" as a panacea.

The addition of "community members" is fine, but "by promoting equity" seems to stray too far from the tenet's earlier premise of "chief function of local government."

I disagree that promoting equity will always lead to the best interests of the community; sadly, there are some investments that are not worth the cost but that is for a community (citizenry and elected officials) to decide, not for us as professionals to say "you must always be equitable"; the data does not support this approach. I am ok with changing "people" to "community members"; the only subtlety that I need to raise on this, are we actively disregarding visitors to our community by leaving out the broader definition of "the people"?

I believe "the people" should remain as that is who professional administrators and elected officials serve.

Comments:

I agree with change overall - just wonder if there is a lot more to serving the community's best interest than just equity.

We serve the best interests of all members of the the community. The proposed language is superfluous.

I don't disagree with the concept of equity but this feels worded funny. It could read, "Serve the interests of all persons within a community through the delivery and promotion of equitable services and policies."

Leave it as serve the best interests of the community

I agree that this tenet needs revision. Substituting "the people" with "community members" implies that we serve the best interests of individuals as opposed to the community as a whole. Would be better to strike "MEMBERS".

"Community members" seems just as unclear as "the people"

As I recall, this tenet once stated, "the best interest of ALL people." I always felt like I knew what that meant and used it to assert the equal provision of service and programs. The proposed language tilts this tenet in a single direction.. Equity is not the be-all, end-all purpose of local service.

Promoting equity is NOT the only way to serve the best interests of the community. Also, someone can file a complaint if they believe you are not doing enough to promote equity

Alternative language suggestion: replace "members" with "stakeholders" which is more inclusive and accurate

See above comments - there are times when the community is best served by equality (e.g. enforcing laws the same when applied to ALL community members) versus equity (e.g. selectively enforcing laws based upon perceived past or current inequities - and this runs both ways to apply to both majority or other privilege and minority or other inequality).

only promoting equity? How about best interests of community members by promoting the equitable delivery of public services and public policies.

"Promoting equity" is no less ambiguous than "best interests".

The proposed language seems to minimize other interests, vague as they may be. The term "equity" could be considered to be vague.

Comments:

While I certainly don't disagree with the philosophical underpinnings of the change, doesn't the Tenet get narrowed under the proposed language? Perhaps better to define "best interests of the people" in the guidelines.

I think the current text of Tenet 4 is fine; no change is needed.

As you have defined "equity", the proposed change is OK. I am a bit uncomfortable with the term "equity" because carried to its extreme, it is a Marxist idea, that all people should have equal outcomes.

Promotion is too strong of a word and we don't need to single out equity

There are a lot of other factors besides equity that reflect how we serve the best interests of community members. I am against the selective use of this term while eliminating some of the other factors that would ensure that we serve these best interests.

I would like to see the types of actions that a manager should be pursuing before I would support this change. While equity should be a key objective of the manager, the term "pursuing" could be subjective and needs to be better defined if the manager is to be subject to this change

Again, equity is easily defined, but too complicated in application to make it an ethical tenet that would be the basis for member censure.

I'm concerned that the inclusion of "promoting equity" here limits the intent of the current language.

I think this shifts the focus from the essential services nature of local government and promotes equity over essentials. Something like "serve the best interests of all the people, within the capacity of our resources" might be better.

None

I think this is too restrictive. While I agree we should promote equity, I don't think that's the only way we serve the best interests of the people. This should be broader.

Why insert "community members"? Are we distinguishing between residents within a government boundary and those non-residents who may work-play in one community and live in another. If we are seeking equity and inclusion, then 'community members' should be stricken.

Once again, this does not go far enough. "Promoting" equity doesn't signal accountability. Local government institutions must serve the best interests of community members by taking accountability for historical harms and lingering systemic barriers to universal outcomes in economic vitality, livability, and belonging.

Comments:

...serve the best interest of ALL COMMUNITY MEMBERS...

I prefer the term citizen over community member.

Equity can be one of many best interests of community members. Exclusively centering it in Tenet 4 dilutes other equally important community interests. As professional managers, our task is to continuously discern best interests in a specific scenario and surface those interests for our governing body to deliberate and give direction on.

Is promoting equity the only way, or the pre-eminent way, to serve community members? I don't have a problem promoting equity and using a revised Tenet 4 to do so. I think that there is a better way to make the statement. As written the purpose of Tenet 4 is to "serve the best interests of..." If the new purpose of Tenet 4 is to promote equity, then that should be clearly stated. Start the language with "promote equity..."

The phrase "BY PROMOTING EQUITY" should not be included. By including that phrase, it implies that is the way to serve the best interests of the community members. All other ways to serve the best interests of the community members would not be valid. I strongly suggest removing that.

Isn't "best interests" broader than just equity?

Community is vague. Which community? A community, if defined as a city, county, township or other political jurisdiction, can have many communities within.

Having read the summary provided, I believe I understand the intent. However, I struggle with the implication in the revision that "best interests" are achieved solely through promoting equity. I respectfully suggest a refinement along the lines of: "Serve the best interests of the people, including by promoting equity."

I think the new language is somewhat limiting but acceptable.

I propose: "Serve the best interests of all community members."

The new tenant takes away the larger scope of serving the community and makes it focused on promoting Equity.

I think there is room to expand this one, not only because it is the shortest tenant, but because this almost appears to be an incomplete sentence. While admirable, why not expand by stating, "...equity by working to maximize the potential of members of the community," or something else that shows that we are there to help improve the community as a whole through our actions, instead of just serving. This tenant has room to expand, and by showing that we are there to work within the community, while showing long-term dedication towards the overall well-being of residents.

Comments:

This seems to imply that promoting equity is the ONLY way to serve the best interest of the community members

I agree that equity is part of it, but the way it is written sounds as if that is all we are interested in.

It's broader than just equity.

I think it is unrealistic to think that we can always achieve equity when trying to meet the needs of the community with limited resources.

Serve the best interests of the COMMUNITY BY PROMOTING EQUITY

We serve the best interests of the community, not just community members. Best interests does need clarity which can and should be achieved in the guidelines. Further, serving the best interests of the community should not be limited to promoting equity. The promotion of equity is better articulated in the Tenet's guidelines instead of the tenet itself.

more directly showing inclusiveness and WHAT People :)

The proposed change is not needed

I like changing the sentence to the best interests of the community. Meeting the best interests of the community is achieved many ways and by specifically calling out "promoting equity" it takes away from all the other ways we could serve the best interests of the community, IMHO.

Ok with promoting equity, but seems like this is broader than just equity- for example fairness, consistency, professionalism, etc...

Community Members lacks the clarity needed to define what makes a community. The business community is significantly different from the community of Residents within the places that we serve.

Serving the best interests of the community is way more than promoting equity. This seems to emphasize equity at the expense of the myriad things professional managers do to serve best interests.

Promote ethics, standards, education. All these have measurable outputs based on one's efforts.

Comments:

I agree that in a democratic system the government ought to strive to promote equity; however, i am concerned with defining the actions members ought to take lest we find ourselves in a situation where people say well I don't need to do that because it wasn't one of the things listed. I think it would be okay to list actions that ought to be taken if we make it clear that the list is meant to be illustrative and not exhaustive.

Promoting equity is the elected body's responsibility

Unclear whether anything other than "promoting equity" serves the best interests of people.

Who are community members? I disagree with the term "promoting" since this could be construed as making policy decisions which falls under the authority of elected officials. While I agree the need to advocate for equity, inclusion in the Code of Ethics is inappropriate. The Code should be written that ALL members are able to follow it. Aspirational statements will be challenging to enforce and arbitrate.

I believe the current language is good and the changes are completely unnecessary. The "people" is self-explanatory. Community members is not... for example are dogs and cats community members?

Same concern about the word "equity"

As it reads, the only way you are serving the best interests of the community is by promoting equity.

Yes, I agree that equity needs to be a part of Tenet 4

Present language is broader in scope. Equity is only one factor.

Tenet 4 stands on its own. By incorporating "Equity," we open the door to many more concepts that serve the "best interests of the people (community members)". Not needed

Yes but - equity is only one tool for serving the interests of community members

I would support the change if EQUITY was replaced with EQUALITY.

ICMA members will promote the principles of American Democracy and promote the inclusion of all people in local government.

Equity is a one-side perspective that has grown to create division and not inclusion. Promoting cohesiveness, strength, and balance across all areas.

Comments:

Serving the best interests of the community encompasses so much more than only promoting equity. It includes the services we provide as well as policies that have nothing to do with equity, such as things like anti-gambling ordinances, etc. Limiting it to equity short changes the idea of serving the overall best interests. I support more general language.

makes it too focused on one component of public service

I understand where this is coming from again, but I feel as if it should just be" Serve the best interests of the Community Members"

There are millions of values, to include equity. Saying equity is the one way we will serve the best interests of the community is a very bad idea.

I have concerns about the language's best interests and may not be a strong message from our profession on the inclusion of the entire community.

We serve the best interests of the community by doing far more than just promoting equity. This is a political statement, and not in keeping with our charge to be apolitical.

Best interests can vary widely and can be decided upon by a majority that doesn't represent all involved. Equity is divisive and discrimination.

Is Equity now the only tool for measurement?

There are plenty of areas to add equitable consideration. Done here seems forced and unnecessary. I would change "people" to "community members."

I originally liked the use of the word community; however, I attended one of the ICMA feedback sessions where a participant noted there's an "in group/out group" connotation with community. I like the addition of promoting equity, but I think it should remain "people."

I don't think the "Promoting Equity" is necessary.

"Bests interest" is broad and considers safety, economic and environmental sustainability, etc. As city managers, we need to consider all factors relating to "best interests" of our community in making decisions. I don't agree with choosing one criteria of best interest and including it in the language.

Comments:

I'm a little conflicted because equity is a value that not all elected bodies share, which in turn makes it complicated for a manager to promote it anyway. Still and all, I would be proudER to be part of an organization that puts this more front and center as a value that exists for us regardless of how much or how little our elected boards value it.

Needless change and promoting equity is a singular focus in a complex world. ICMA leadership and staff can justify all manner of ethical judgements and policy support based on equity as singular emphasis. particularly when "equity in outcomes" for all is an implied goal per statements of Executive Director and some staff and Board members.

I 100% agree with adding equity to this tenet. My disagreement is that we serve the best interests of community members by more than just promoting equity.

I am still somewhat concerned that this change moves the Tenet from a broadly focused service to one that is focused on equity. Maybe better language establishes equity as the foundation on which serving the best interests of the community are built.

Do not remove the people.

Best interests include more than equity. Agree with community members vs. people.

We continue to use the term equity despite this being impossible. The term itself has become politically charged. We as members need to stay away from such political issues.

I disagree with this not because of the changes but because I think it should be a separate tenet. In the current language, the focus is on "best interests". In the proposed language, that focus is now "promoting equity". These are two separate topics in my opinion and although they work together, I think they are separate sentences. We serve the best interests of the people AND we support community members by promoting equity.

Local governance models in the City Manager form of government should not determine equity - that is the elected officials - and know the word "promoting" is in there, but it still looks as if the manager would be making a determination of what is equitable and that is the majority of the elected officials venue.

I believe current language has withstood the test of time and does not need to be changed.

too specific, nothing inherently wrong with current tenet 4

The proposed change is implied in the curenrt statement. Anyone serving the best interests of the people does so without this needing to make this statement.

Comments:

My agreement with this change is tied to the last question being approved. This reshapes the purpose of the tenet which is appropriate but other tenets should still refer to efficiency, etc. since these also contribute to serving the best interests.

Equity is not the sole way in which the the best interest of people can be pursued. It should be included, but the proposed wording does not allow for consideration of additional factors that may be considered when evaluating what is in the best interest of people.

I don't like the word "promoting". What does that mean specifically? It sounds like marketing terminology, rather than a specific action. I like the thinking behind the changes, but simply marketing/promoting equity is not enough.

the proposed change too narrowly defines this tenet

Still vague

Too specific. there are many important ways in addition to equity that we should serve best interests. This statement limits this tenet. I disagree. Maybe it should be amended to say "Serve the best interests of ALL people"

1. Cities more than just the local community, so that language change is to limiting; 2. There are more ways to serve the best interests than equity. That is important but not all.

I believe the way this tenet is worded reads as though promoting equity is the only way to serve the best interests of the community. I don't think we should be boxed into a single strategy.

I agree that equity is an important part of serving community members, but it is not the only way we serve the best interests of community members. This is too narrow.

I would agree if this eliminated the wording BY PROMOTING EQUITY

Best interests needs explanation. It includes equity but is much broader. This statement is too narrow.

Expand beyond equity — perhaps "social and economic"

Just like 2018, this feels like change for the sake of change.

But there is more to best interests than Equity

Comments:

community members feels too narrow

Serve the best interests of the COMMUNITY MEMBERS BY PROMOTING EQUITY and professional government.

In making the change you have created language that assumes that "equity" is the primary issue facing "the best interests of the community.". This ends up with the only issue facing us to insure the best interests of the people
Suggest new language to read "Serving the the interests of community members including the promotion

"Community members" is an ambiguous term. Suggest "Serve the best interests and unique localized needs of residents by promoting equity."

"by promoting equity" is too specific.

Serving the best interests of the people is not relegated to just "promoting equity." This change is even more vague than what is in place.

Community Members is generic and the only action being taken is to promote equity. Serving the interests of all community members and considering diverse needs would be a better way to frame. There is some editing to be done, which might incorporate inclusion.

Promoting equity is certainly NOT the only way in which we serve the best interests of the community.

I believe that we need to serve more broadly than just community members. I prefer 'people' and disagree that promoting equity is our only goal in serving the community/people

I think adding "community members" makes the language too narrow. As a regional council executive, I would hope professional managers would also have interests of other community members in mind. They may conflict at time, but it appears that a manager only has a responsibility to his/her community with the change.

I like the message, but "community members" feels wrong. I think "people" better represents that we should be promoting equity everywhere, regardless if it's in the community we serve or not.

This change substantially narrows the meaning of the tenet to only being about promoting equity.

Equality should be pursued (fair and equal treatment). Equity of outcomes is inherently discriminatory.

The language proposed implies that the only way to serve the community is through equity.

Comments:

I agree the change should be "Serve the best interests of COMMUNITY MEMBERS" but the promotion of equity should not be elevated above other interests. It is already an interest to the community, but it is not a "superior" interest.

Alt: Equitable government serves the public's best interests

"by promoting equity" is open to interpretation of equity - it can be improved specifying - by promoting equity for all community members

The proposed changes could go further such as including the principle of INCLUSION.

While noble, a decision whether pursue communitywide equity (ie. outside the local government organization) is a policy beyond the scope of this profession. As such, the proposed language conflicts with Tenet 6. Suggested change: Serve the best interests of the community by promoting diversity and engagement.

This is too narrow. Equity is one of the things that we need to pay attention to to serve the best interests of people, but so are sustainability and economic prosperity. I tend to think that what needs to happen with this tenet is that the guidelines need a great deal of refinement so that they explain what ICMA means by "best interests." Also, I really hate "community members." I don't know whether that encompasses people who visit, pass through, or work in my community. This needs more time.

That almost seems too narrow -- is it only equity we wish to promote?

The proposed language limits the scope and purpose of this tenet. As professional managers, we should promote equity amongst our community; however, to serve the best interests of the people goes far beyond just striving for an equitable outcome in our policy decisions.

"by promoting equity" is just one way we best serve. People also better represents those we serve. We serve a lot of folks who are not members of our communities.

People is a more inclusive term than community members. The best interests of the people are served by much more than promoting equity

"Equity" is a nebulous concept and is politically charged. Using this term stakes out a partisan position by ICMA.

I would replace Community Members with ALL or ALL PEOPLES & also ...PROMOTING EQUITY AND INCLUSION.

Equity is too broad. Equity of results vs. equity of opportunity.

Comments:

It is the job of the elected body to "take active steps" for community action not the professional staff.

I 100% believe in equity - choose the best person for the job no matter what, but I do NOT believe in the active promotion of this

Equity is what people want it to be. It needs further definition.

By nature of equity, some groups may not have their best interests served, while others do, so it appears to contradict itself.

in attempting to "broaden" the language, you make it more restrictive

Omit "by promoting equity". Support incorporating it but this is a weird spot.

I believe that there is more to serving the community than just equity - this sounds limiting

Community can be interpreted to narrowly

I think the phrase "promoting equity" will be difficult to administer.

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Promoting equity and inclusion.

I don't like the "by promoting equity" part. There are a lot of ways to promote the best interests. Naming only equity falls short of encompassing everything in ICMA ethics. I would like it to read "Serve the best interests of the community."

Community Members may be excluding people who may not feel accepted/welcome into the community. I prefer "Serve the best interests of ALL people."

I believe that it should read "Serve the best interests of COMMUNITY MEMBERS". Serving the best interests of community members includes much more than just equity. The proposed language narrows the focus of serving the community to one ideal or goal.

I find this statement too limited and narrowly focused. The "best interests" of community members is broader than just "promoting equity."

Comments:

Don't like "promoting equity" it is also vague and seems like dumping in DEI words without context. Would prefer for Tenet 4 language more along lines of, "Serve the community through equitable, fair, and efficient management practices."

Inclusion must be part of the language in this tenet. Equity relates to a customized fairness based on circumstances that differ greatly among community members. The aspect of serving in the best interests of community members by promoting equity is 50%, the other 50% is who and how well we serve to include others.

There are more interests to be considered besides just equity.

Should be - Serve the best interests of the COMMUNITY MEMBERS - We are covered with Equity as part of Tenet 1 in our everyday actions

My comment is community members is somewhat limiting and does not include business owners and others who may have tangible investments in the city. This would include visitors to the city as well. I think I understand was intended, but it does not appear to incorporate other individuals and entities we ultimately serve within our respective jurisdictions.

Who defines equity and who decides it's equitable?

Rather than broaden the scope of the tenet, this seems to narrow it. Without understanding more what precisely this means, it is problematic to replace such a broad statement with a potentially narrow one.

This is vague, lacking any concrete explanation

Meaning of overall Tenet has significantly changed, original meaning is still important. Recommend a period after MEMBERS.

The proposed language is too limiting - members should serve the best interests of the community *and* promote DEI.

I agree with the intent of the change, but think the language is ambiguous and open to misinterpretation.

Define all of the people and not just promoting equity as that definition keeps evolving.

Don't change the tenet. Add another guideline or expand "Inclusion" to encompass equity.

Comments:

I think this changes the focus of tenet 4 away from a broad call to action for members to always serve the best interest of citizens, as opposed to their own self-interests or those of special interests. By changing the tenet to focus only specifically on equity, we lose a tenet that carefully reminds members of the obligation to the broader public

If you are supporting the best interests of "the people" or "community members", then you are supporting equity.

Equitably serve the best interests of all of the people.

If you parse this then you will need to add all of the other terms that we should promote. Leave it open ended.

A professional should not have to be reminded of what the communities best interests are.

I would support "Serve the best interest of community members". I have a problem with the term Equity

I agree with the changes however we should be more specific. Addressing equity should be a key value in the profession but we should also include language that incorporates our professional responsibility toward fostering environmental stewardship.

Prefer following language: Serve the best interests of ALL MEMBERS OF THE COMMUNITY.

I think this makes things too limiting -- there are additional ways to serve the best interests, not only by promoting equity, which by itself can be used to exclude certain needs/interests and therefore to the exclusion of some, and could be interpreted to treat ALL situations UNEQUALLY in the sole pursuit of equity

I never liked the first change, but this makes it sound like we only serve the best interests by promoting equity. That only tells part of the story. Rather than wrap equity into a portion of several items, it would be better to have a clear tenet on equity.

Overly specific to equality. There are many other "best interests" of the community.

is best interest only equity now? not effective, efficient or transparent, or equal. too specific.

Management is not social Justice

Simple is better.

Comments:

Absolutely not, this will needlessly subject managers in smaller communities to political views that are not reflective of their legislative body.

The current language is fine. The proposed language suggests that promoting equity is the only way and only thing that must be done to to serve the best interests of the people.

This new language appears to restrictive and appears to target certain groups rather than all persons the profession serves

No disagreement with promoting equity but best interests can mean so much more than equity

Professional municipal managers should be promoting equality (equality of opportunity) not equity (equality of outcome). DEI is a political movement that is currently being debated in our country. ICMA should not insert itself in this political debate. Additionally, equity is contrary to current civil rights law, which is based on equality of opportunity. Promoting equity could often be in conflict with federal civil rights law.

I consider these changes unnecessary. Are the changes implying that promoting equity is not in the best interests of the people? If so, then that opposes currently accepted standards in the field; if not, then the changes are immediately redundant and unnecessary.

I believe serving the best interest of the community includes promoting equity and do not see a need for a change at this time.

This tries to do too much in one sentence and totally changes the Tenet. Should be something like, "Serve the best interest of all Community Members". "These interests are served through promotion of fairness, inclusivity and the promotion of equity"

Are there other ways to serve the best interests of the community? This would seem to limit it to only doing so through equity.

I don't know what a Community Member is. Also, I don't think Equity is well defined enough to utilize it in this way.

I think this is better left general. By adding "by promoting equity", we will have eliminated all other avenues to serve the best interests.

By community members is its meaning the ICMA community or communities at large?

Community members is exclusionary; promoting equity narrows the tent drastically.

Comments:

also clearer as to our appointed roles and goals in the service of local governments

This is going from a very general principle to something very specific. If you're going to go this route, you may need a hundred other statements that begin "Serve the best interest of the people by . . . ". And I don't agree that it is our place to decide who gets more or less in the way of resources. Governments should provide core essential services to everyone in the community equally.

I am concerned that as the politics of today have taken terms and given them a political bend that we should not be viewed as taking political sides. Professional management by its term recognizes impacts and needs of all our community. We cannot take this to far without the risk of being political ourselves.

This would seem to change the tenant entirely. I would suggest adding a new tenent, rather than hijacking the current tenant #4

We are defining what the best interest of the people/community is. The role of the manager is to work with the community, in service to them, not dictating to them. This change is transforming the role of the position from listening to directing.

The change is based on a new and flawed definition of equity. This new definition perpetuates unequal justice and will be divisive.

Even people with malicious intent often say they are serving "the best interests of the people." I agree, it is vague.

While the concept of promoting equity is reasonable, honorable, an timeless, I am afraid this will read as "buzzwordy", be open to flexibly interpretation, and doesn't create clarity. Something more clear would be along the lines of "best interests of ALL people in the community"

The current language is less ambiguous than the proposed change.

Woke stuff. We serve all the people all the time. No need for this woke language.

we should serve the best interests of the community members in many ways - NOT just equity. I don't disagree with equity, but would not support the single word as it leaves out much.

The people are community members - promoting equity is not our only job

Serve the best interests of all community members.

Comments:

Your making an assumption that promoting equity is the "SOLE" measure in determining best interests of the community. It's not. It's one measure. Environmental justice is a worthy measure too. They had it right in 2018.

Promoting equity is a part of serving the best interests of the community, but there are also many additional ways needed to serve the best interests.

Too broad

As a profession is it our role to promote equity, or to practice it? I feel that "Serve the best interests of the community equitably" would better reflect our focus.

There are a number of other actions besides promoting equity which would serve the best interests of community members. Let's not lose our focus.

By promoting equity sounds like too much. Public servants promote a lot of things, including equity. It doesn't seem necessary to add.

not necessary. Recommend previous language.

Too vague and too open to interpretation. It is our job to promote the best interest of the community.

although perhaps a better way of doing this is to change it to read: Serve the best interests of the people equally.

Promoting equity is one piece of what we do. I would be in favor of changing "people" to "community" and leaving it at that.

I disagree with this change. Adding only promoting equity implies that it is the only way to serve the best interests of the community and that is inaccurate.

I believe the tenet should remain the same but the guidelines should be updated to reflect equity. What happens when "best interests" conflict? Personally, I think the greatest challenge in city government is when values conflict. What happens when equity clashes with accountability? with efficiency? Public managers must work thru these nuances with their community members and decide how best to proceed. I would hate to see that somehow "equity" as a value becomes the "most important" value. As an example of placing one value above another, why not include "Serve the best interests of the people by promoting democracy?" I just don't like updating this tenet as it prioritizes one value over the others.

"best interests" is broad enough and overarching and can be achieved in many ways, including through the promotion of equity.

Comments:

See previous comments.

I think the it's ok to be overly broad with tenet 4.

More than Equity in promoting best interests

I don't like the word "best" because I don't know who is defining "best." Also promoting "equity" is not enough; the goal should be broader.

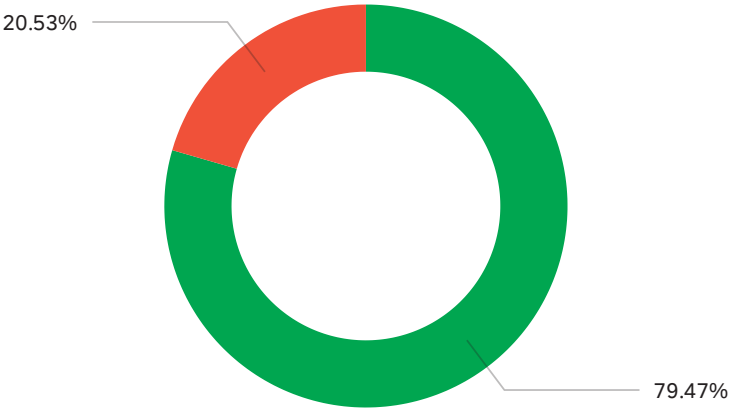
"of the people" we serve is good enough

Do you agree or disagree with the proposed changes to the “Impacts of Decisions” guideline...

#	Field	Choice Count	
1	I agree with the proposed changes of this guideline for Tenet 4.	79.47%	1684
2	I disagree with the proposed changes of this guideline for Tenet 4.	20.53%	435

2119

Showing rows 1 - 3 of 3



■ I agree with the proposed changes of this guideline for Tenet 4. ■ I disagree with the proposed changes of this guideline for Tenet 4.

Comments:

Comments:

Agree and submit: "...inform their community of the anticipated effects, positive and negative, of a decision."

All decisions have effects. Managers continuously make decisions. The Governing Body and the in many cases the public should be made aware of those decisions that will or could have particularly positive or negative "impacts" on the community. Are you asking Managers to consult the Governing Body before making decisions? I think not. Nor do I think you are wanting to make Managers reluctant about making decisions. I believe you are really wanting Managers to make good decisions and to communicate effectively with Governing Bodies and the public.

This language is still important: "especially if specific groups may be disproportionately harmed"

I appreciate editing out the specific identifying language-clause. We should strive to be mindful of effects of decisions that may create ripples|impacts beyond our jurisdiction.

Add language that includes a balance test of a decision.

This is now incredibly broad and effects becomes hard to define. There could be inconsistent interpretation of this language - some may complete exhaustive analyses and others may do a cursory review of effects. Consider adding something around short term and long term effects to community finances, quality of life, and the provision of equitable public services.

members should, without bias, explain all outcomes of a decision.

Ok with moving inclusion to Tenet 9

There should still be some sort of qualifier at the end ... i.e. 'effects of a decision to all constituents' or something like that.

The language as it existed reflects federal requirements to consider Environmental Justice - i.e., ensuring there are not particular burdens placed on certain groups. It's interesting that "serve the best interests of the people" is being seen as too "passive," whereas that's exactly what this change would do: make this guideline too passive.

The clarity provided in the existing tenet is necessary to ensure managers understand the meaning of equity.

Comments:

I'm not sure I totally agree with the proposed change as elimination of the prepositional phrase leaves it very general and up to the judgment as to what "effects" to mention. You might consider retaining the latter portion: "...of the anticipated effects of a decision ON PEOPLE IN THEIR JURISDICTIONS." Otherwise, the "anticipated effects of a decision" could focus only on environments effects or economic effects and leave out/dismiss the social effects.

I believe the original text "on people...helped" is helpful guidance to describe the effects. I would leave it in.

The second strikethrough should be revised (instead of removed) to include something to the effect of "Members should inform their governing body of the anticipated effects of a decision on equity and inclusion of people in their jurisdictions. especially if specific groups may be disproportionately harmed or helped." With equity and inclusion being defined as their new, revised terms.

Current language should be retained.

Delete effects and and leave in word impact after the effects in second line on residents of their community and leave in the rest

Unclear revision and what it is intended to mean; would reject for a lack of clarification

I agree with the intent here; however, and while i do not have better language to propose, the language is more subjective than i can support.

I like what has been removed, but I would leave the title as "Impacts"

This feels like unnecessary wordsmithing, impact is used in the sense of influence and effect is used in the sense of result.

The current language clearly requires a higher level of risk taking on behalf people who may be negatively impacted.

This is an important clarification of this guideline, although I recommend not changing the Tenet 4 wording. Disproportional impacts of a decision should be considered and communicated when making recommendations to City Council. This is fundamental to professionally managed cities - obtaining the balance between social equity, individual rights, accountability and efficiency when making a recommendation to serve the "best interests of the people." The professional manager must communicate clearly to City Council the disparate impact because it is difficult for elected officials to see the whole picture when the vocal minority is all they hear. This is a critically important clarification to keep in the guidelines.

old language is better

Comments:

The proposed language seems a bit too vague.

I agree with changing the word impact from the title of the section however I think it should be added after the word effects in the sentence, I think it should read "effects and impact" of a decision.

there are no issues with the current wording

Simple is better

I think the revision waters down the consideration of specific groups and overly generalizes to the point that inclusion erases or overshadows diversity.

Tenet 9 may begin to address my concerns identified in tenet 4

(It is important to identify what is being sought, if it relates to ethics and disparities... consider) EFFECTS of Decisions. Members should inform their governing body of the anticipated effects of a decision, IDENTIFYING HOW specific groups may be disproportionately harmed or helped.

only change I would make is to use the word "EFFECTS" and remove "mpacts" Current statement is much more meaningfull.

I believe it would have been better to have left in language about "especially if specific groups may be disproportionately harmed or helped" as to not do so seems to encourage less than fully ethical public engagement and decisionmaking. At the same time, I'm not saying that this idea is easy to parse.

Present language is more clear

I agree with the existing language.

Liked the original comment of disproportionately harmed or helped

Leave it as is.

Vague and ambiguous. It should be rewritten

I think it should remain explicit. Maybe not "especially" but still calling out those who may be harmed or helped.

Comments:

Instead of "the" anticipated effects, I think it should say "all" anticipated effects of a decision.

The current language is more straightforward in my opinion.

Makes it more neutral... existing language highlights the right but tough choices create disproportionate effects

I think it should remain as is - because it emphasizes the need to make sure all impacts are considered.

I agree with the proposed changes, as I understand the strikeout is not a prohibition to assess and advise on disproportional effects, good bad or indifferent for community members

I suggest that the old language is fine, except, you can drop the "Inclusion" word of the day. What, it wasn't divisive enough for the organization? We have to move on to "equity" next. Perhaps you should just jump all the way to "Reparations" and "Exclusion" next? All of this language is ill defined and politically charged semantics used by the progressive left-wing groups. It is not apolitical, as our organization once prided itself. I have been a member for almost 20 years. I was a CM for a decade. I do not like the obvious politicalizing of an organization that I once felt had a sense of neutrality and fairness.

I'd change "should" to "must", as "should" still leaves wiggle room for an unscrupulous public servant. (That said, I'd concede that if they're really unscrupulous, they won't think about the ICMA guidelines anyway.)

Too vague. We need to be especially cognizant of how these decisions may negatively impact certain groups of individuals.

I have long thought that impact was an imperfect verb.

Whose decision?

I believe striking this section leaves the notice of effects to community members open to a manager pushing a personal narrative of outcome.

Everything struckthrough after "especially" is covered in the original statement but I believe that the question arising from this would ponder if there is a requirement to make extraordinary efforts to inform a particular group of affected people and I do agree that those efforts should be made.

I believe existing language will still have the same impact if implemented properly by the manager.

Keep this verbiage "especially if specific groups may be disproportionately harmed "

Comments:

Please keep the reference to disproportionate harm/help. This is the exact guidance we have added to all of our internal equity work to ensure we are checking for disproportionate impact.

Difference without merit.

I am okay with the change, but feel the word "impact" is also sufficient.

The clarity of language in the current guideline may more effectively remind people of the importance of advancing equity, not just equality.

Impacts is a better word overall. Effects is very strange and out of place.

I like the more specific language, but am okay with the change. I don't have a preference between Effects and impacts.

Members should inform their governing body of both the anticipated positive and negative impacts of a decision

This does not seem specific enough.

From my perspective, if we're adding language to Tenet 4 to better connect it to equity, the language proposed to be removed is what most thoroughly connects this guideline to equity.

Already part of what we do

Unnecessary wordsmithing...

Effects of Decisions. Members should inform their governing body of the anticipated effects of a decision on the people in their jurisdictions.

A little open ended for my tastes, thinking about council reactions - don't assume they will have a clue what we mean with this shorted version, but if that is the majority opinion, let it be.

I'm not sure that this new language addresses the inequities in access and is specific enough regarding impacts. 'Impacts' is more powerful than 'effects'.

Comments:

I understand that all guideline should be working through an equity framework, but I still feel like that expectation should be explicit within the writing of the guideline itself... Maybe something like: Members should inform their governing body of the anticipated effects of a decision, with special attention to possible equity concerns.

Effects may not be always known, suggest adding Anticipated, or other descriptive text

I think it went to far striking "especially if specific groups may be disproportionately harmed or helped

Impacts is stronger than effects. I also like keeping the language, "especially if specific groups may be disproportionately harmed or helped." That language promotes equity by exposing inequities in my opinion.

The original tenet is better for promoting equity.

The subtitle says "decisions" (plural), and the accompanying text should match. For example, "...of the anticipated effects of decisions." This could easily be expanded - I would end the sentence "...of the anticipated effects of ANY AND ALL decisions."

I am not sure why you would want to remove the section "on people in their jurisdictions, especially if specific groups may be disproportionately harmed or helped"

Why don't we just say what you say under the Inclusion definition?

I disagree with "especially if specific groups may be disproportionately harmed or helped." being harmed. Although it is implied without this language, having the language helps center individuals and groups that are harmed

I believe this actually weakens the guidance from an equity perspective.

The current version is more specific and the intent seems clearer.

The language is stronger and more specific in its current form. It seems this change would move the tenet away from including DEI language.

Are there unanticipated effects, or a best management practice to try and better anticipate possible effects?

I don't necessarily have a problem with the change but it still seems vague. The original language isn't strong but eliminating it doesn't make it stronger. My other question involves the word "anticipation." Managers may make educated guesses on an anticipated effect but that doesn't necessarily mean that more possibilities are projected.

Comments:

I only disagree because I think it really does need to be called out that managers need to consider specific groups, it can't be assumed that managers will do that unfortunately.

I would advocate for the word 'inform' to be 'advise' if this Tenet change moves forward.

Only question is how much do you have to inform them of effects that it may have on adjacent municipalities/residents/districts? I agree with the view point, but anticipated effects is pretty broad too.

I can approve of the change but do feel sometimes you have to be purposeful at determining effects of a decision on specific segments of a community in order to provide the right focus on doing no harm.

The strikeout seems to remove consideration of underrepresented communities, particularly people of color and lower income households

Effect is a better word. Clarifying language to follow would help. the new version is a little vague

The original language is more practically useful

I believe the original language is better. I believe there is an inherent obligation "to inform the governing body" of impacts. Striking the text as proposed removes a general explanation as to intent.

I think this dramatically weakens the current language. As now written, it specifically addresses impacts on those who may be disproportionately harmed or helped. The new language does not require this and impacts on disadvantage populations could be ignored in light of other impacts, such as improved revenues, new development, etc. Of course we have an obligation to inform elected officials of the impacts of decisions; if we are concerned about equity, that needs to be mentioned as a specific issue that should be addressed.

This is doing the opposite of what it thinks it is doing. It feels like it is making believe that decisions do not disproportionately affect one group or another. ALL decisions have disproportionate impacts on different groups. Identifying those impacts specifically by group is important.

This is the better place to specify that there is a greater duty to address the voices that may not be in the room.

I agree with moving "Inclusion" guideline. I disagree with eliminating the "specific groups" language. I think it is worth retaining this language for emphasis.

Other than replacing Impacts with EFFECTS Impacts is fine

Comments:

Change to "governing body of the anticipated impact of a decision"

The redacted language leaves the tenet without an anchor and leaves the member discretion imposing their own interpretation of effects. The impact of redlining is more measurable in the near term. The effect of redlining is multigenerational and may be difficult for someone of privilege to fully comprehend.

effects of a decision on all community members.

The revision has lost all of its original meaning.

This edit is unhelpful.

It seems like it is now too broad and still requires some specificity that we're interested in the effects of the decision on people (not just the effects generally)

The amendment gives clarity to the intent

Add " immediate short term and possible long term effects on their community"

I do not believe that the revision accomplishes the stated goal. The elimination of the disproportionate impact of a decision could allow the manager to avoid outlining the impact of a decision on specific groups within the community.

There should be additional guideline language that shares what types of effects of a decision should be shared with the governing body. This would be a good spot to include equity.

I believe the previous wording served as a powerful reminder of what may constitute "impact."

I agree with the proposed change, however, I think there should still be an emphasis on the disproportionate effects.

Deleting the references to groups that are disproportionately impacted removes ICMA's explicit commitment to justice. It has the effect of divorcing government decision deliberations from explicitly calling out systemic inequity maintained and perpetuated by management/policy processes, practices and outcomes.

The original language is more specific. Centering on how it harms or benefits specific groups will help ensure equity.

I'm sure I'm not understanding the subtle changes being proposed here because the edits to 4&9 read in a very similar fashion.

Comments:

The word "impacts" is very overworked in all aspects of public discourse. I certainly support removing it here.

I disagree because such a Tenet should clarify who is being affected or impacted. I feel to add back "within their jurisdiction." If not, it will be too general and vague.

No objecting to "Effect" but I believe the "especially if specific groups may be disproportionately harmed or helped is significant enough to warrant retaining.

Will training be developed to help managers determine "anticipated" effects of decisions? This is especially difficult for newer managers.

Excellent improvement.

I liked the previous to this tenet 4 which stated "...serve the best interests of all the people."

I am fine with changing "Impacts" to "Effects" but striking the balance of the sentence seems to lose the clarity that the additional wording provides.

not sure

I agree, but am concerned that a reference to the impacts on people is removed. In other words, that some may not consider impacts on people by focusing on financial or other impacts.

The added words in the current statement add emphasis as a guideline for what should be addressed

why would we remove the notion of calling out inequity?

Appears to make the provision overly broad and vague

Do not see a need for a change but can let be with it.

If decisions are going to have a disproportionate impact on specific groups, then yes it heightens the importance of notifying the governing body.

Anticipated might be presumptive. Effects and impacts may be likely, perceived, immanent, and possible.

I think you've let the pendulum swing too far to the left on this one. It has become very broad and vague.

Comments:

The current language reads better as is.

Less is more

Dilutes the guideline too simplistically. Of course, one informs a governing body of effects of a decision.

The proposed language is so vague as to be ineffective. This is a place where equity, effectiveness and other consequences should be detailed.

Existing language seems stronger.

Keep the current guidelines.

I think the specificity is needed in regards to calling out disproportionate impacts.

"Members should inform their governing body of the probable effects of a decision." "Anticipated" leaves a lot of room for plausible deniability.

I think that the words "on people in their jurisdictions" or "on people" should be retained.

This truncated and broader text is okay because the "Promote Equity" guideline prompts a member to consider the byproduct of proposed actions

I would like to see the language remain or to have it altered, but not completely removed. I think removing it deemphasizes what is trying to be accomplished with the changes.

This proposed change looks like a decision made by a committee. Many managers think they should just manage what elected officials want; they offer little if any commentary about policy. Will ICMA take a hard stance that manager must weigh in on policy matters? How will you address the policy - admin dichotomy that some take to an extreme?

I understand and disagree with changing "Impacts" to "Effects", "Impact vs. Intent conversation". I don't quite understand the removal of the latter half of the statement as it seems to fit more with the "equity" approach that the organization is striving to attain. It would point out those who may need more assistance dependent on their circumstance; on the other hand, it may bring to light the unfairness that an "equitable" approach may take. I do have to ask about the intent about the removal of the latter half, is the intent to potentially hide the unfairness that an "equitable" approach may bring, my hope is not but that may well be the impact.

Comments:

This is useless wordsmithing. The current language more accurately reflects the way we should analyze and share data with our communities and elected leadership.

This change aligns with my comments regarding Tenet 4.

Title change is OK. There are many kinds of anticipated effects. If the proposed deletion is done, it would be easy to focus on other effects and overlook or fail to mention disproportionate effects on specific groups.

Honestly, I find this change to be irrelevant.

I like the current language and do not believe any changes to this section are necessary.

I agree with a change to the current wording but believe the “effects of a decision,” is still unclear and leads to broad interpretation.

takes the focus off people being effected and allows the focus to be other than people

None

This feels off, though the intention is there. Consider: To ensure that all people within their jurisdiction can actively engage with their local government, members should strive to center the perspectives of people of color and other communities historically marginalized from government processes, decisions, programs, and services.

Not all effects or impacts should be the purview of Administrators, especially those that are of a political nature, therefore, not all should be provided by Administrators.

This seems to eliminate one of the goals which is to minimize or eliminate disparate impacts. Decisions have both positive and negative impacts. The current language draws attention to potentially negative impacts on specific groups. I think it appropriate to include that language as there has been a history of ignoring such impacts. I think that the guidelines should include language to raise awareness of potentially disparate impacts as a means of promoting equity.

Current language is appropriate.

I agree with this change read in concert with the proposed Equity guideline, However, if ICMA for some reason does not adopt the proposed Equity guideline, I believe highlighting our obligation to consider disparate impacts here is important.

Comments:

I like the current language better.

I think there needs to be a balance with the guideline. Originally the emphasis was on informing not taking action to ensure. We may not be able to ensure equity. In addition, this is entirely focused on equity. There are decisions that impact all residents ie. a high tax burden that don't involve equity.

The language is fine as is. The idea that all managers consider and communicate the disproportionate negative impacts of decisions on already marginalized populations is an assumption. "especially if specific groups may be disproportionately harmed or helped" should remain as guidelines for what TYPE of impacts or effects managers should be informing the electeds of. Otherwise, where else will they be held accountable to do so?

ok, but I am concerned that "effects of decision" might eventually ignore people and focus on economics. My tendency would be to give MORE guidance, not less.

I would like to see a statement related to the consequences of a decision included in the language of Tenet 4.

I think it is helpful to specifically encourage analysis if a decision effect specific groups.

The obligation imposed seems too broad, and thus may lose its intended effect. In reading this tenet, I get the idea that the purpose is to bring to the attention of the decision makers (the elected officials) all possible impacts of their decision(s); however, I think the tenet ought to include, after the word "decision" the following: "to include any specific negative effects on particular groups of persons."

"Unanticipated effects" on who . . . the world, country, county or community. Imagine being charged with an ethical violation because you did not do a 360 degree review of an impact.

I'm good with "effects". why would you delete the focus on people, especially if groups are disproportionately harmed

This feels redundant. The last part can be omitted, but I appreciate the clarity. Can it be shortened to say "Members are accountable to the governing body where anticipated effects of a decision may result in disproportionate harm or help."

I dislike removing the language that emphasizes potential disproportionate impacts on specific groups. However, the addition of the changes to Tenet 9 help me to support the change..

Agree with changing Impacts to effects, but removes additional responsibility to identify and advise regarding disproportionate groups.

keep the phrase "on people in their jurisdictions.

Comments:

I like the more general phrasing.

The proposed language sounds awkward.

The reason I vote to support the less specific language in this tenet is exactly the reason I vote against the more specific language in the previous question.

I prefer greater specificity, especially in the guidelines. A lot of our code is already subject to much interpretation. In this case, I prefer not to water down and to maintain the specificity.

Current language supports a more complete analysis of impacts on marginalized communities and individuals.

Why strike language that promotes an intentional review of disproportionate impacts on specific groups. This issue is deeply important and one that is hard to see sometimes. Why eliminate the language if it promotes thought and does not detract from the sentiment of the guidance?

Why remove the last part?

seems as though we are going the other way on the issue -- disproportionate effect should be a major concern of professional managers.

This one would be fine. However, I believe we are splitting hairs with this language which renders this exercise as redundant.

I agree but only if it is paired with the new Promote Equity guideline below. If the below is not adopted, this should remain as is.

The current language is more specific and calls out the need to assess effects on those who may be disproportionately harmed. Also, the term outcome seems like a better fit than effects.

“... managers should assess the effects of all decisions and communicate the results of this assessment to the governing body and the public” is true, but rarely done, which is why the detain the guidelines are important. There is no room for ambiguity.

I don't see a problem with the current Tenet

Make up your mind. Seems we are trying to promote equity and inclusion. Of so, deleting this language is going backward. “Effects” vs “Impacts” seems to be semantics, what's the purpose of that change?

Comments:

Again this seems to be going backwards and making the statement too general.

The new guideline lacks important emphasis regarding harmful actions

The impact on specific groups may expose the city to legal liability. The change is so broad it will be easy to generalize effects and render it meaningless.

The change weakens the guideline.

Not necessary.

yes, less wordy.

The existing language emphasises the Manager's responsibility to highlight the impact of decisions.

You are too narrow in your thinking.....need to step back and become more inclusive in your language.

This guideline should also include historical, social, and cultural context. Members should be assessing effects of decisions from the frame of existing and created conditions.

This sentence isn't grammatically correct. Members should inform their governing bodies.

I agree as long as the "Proposed Guidance" language is added. While analysis and informing of potential disproportionate impacts is something that should always be done, in my experience that level of analysis is often lacking.

What not provide a full explanation of the anticipated effects, especially if there are disproportional harmful impacts?

Absolutely disagree with the proposed change. The phrase might not be necessary if there weren't a problem. But it is necessary because this hasn't been done enough

The existing language provides some guidance on how those effects might be determined.

Should include statement about the inclusivity of the analysis of decisions and their effect - what you measure is what you get

Comments:

A reference to specific groups being disproportionately harmed or helped should be retained because it ensures that marginalized/vulnerable populations are centered in decision-making processes.

Effects of Decisions is a change I agree with. The subsequent strikeout "on people in their..." should remain

I agree with replacing "Impacts" with "Effects", but disagree with striking the second half of the sentence.

I like the "especially if specific groups may be disproportionately harmed or helped" language because it IS an advance towards equity.

I like the existing "harmed or helped" part as it provides more specific guidelines. "Effects" on what? Every decision has some sort of effect.

The new statement is less clear.

How is that an improvement?

"A decision" is much too vague. The new wording makes it sound like we need to inform our Board/Council when we make every decision throughout the day. The way it was worded before made it more clear that governing bodies should be informed regarding effects on the community.

Would only add that the member should be prepared to offer recommendations to address the impact of decisions as may be necessary.

I disagree, but if anything must be kept, I would not remove "on the people in their jurisdictions" - we should be cognizant and transparent with our elected and appointed officials about the externalities on others outside our community borders based on policies and practices we choose to make inside them. E.g. exclusionary zoning may not harm our residents, but disproportionately impacts people in neighboring communities.

Effects of Decision. Members should inform their governing body of the anticipated effects of a decision, especially if specific groups may be disproportionately impacted.

Strongly object. Makes this guideline meaningless and of little value. Drifts further from the goal of including critical equity.

By removing any reference to the effects "on people", it seems to lesson the obligation to look for that.

Comments:

Because numerically there are more non-CEOs than CEOs as members and in the profession, members should be obligated to inform their supervisors and/or those who can make decisions about their employment. Less senior members and nonmembers may be unable to communicate directly to their governing body.

Prefer the following: EFFECTS of Decisions. Members should inform their governing body of the anticipated effects of a decision, especially if specific groups may be disproportionately harmed or helped.

I think it is better to spell out the "especially if specific groups may be disproportionately harmed or helped" part, even if it is part of the duty to assess/report all of the effects of a decision. It is a good reminder.

I think the longer option (current guideline) provides more clarity in laying out equity. Also, local government managers make all sorts of decisions every day. The governing body doesn't need to be informed on every decision. I am indifferent on use of "Effects" vs. "Impacts"

Current language is fine

We need to still outline the disproportionate effects. It will leave too often to a level of group think that will easily enable overlooking disproportionate harm. This is particularly important in communities where the people of color are not in positions of influence and unable to be at the table due to economic or social limitations.

How do we know? If we search for a potential problem, we are sure to find one.

Good change.

Too vague.

This is creating the problem you're trying to address. Removing the additional text removes context and clarity.

Taking out the "especially" language leaves lots of room to ignore the effects on under-represented populations. Better language: "Members should inform their governing body of the anticipated effects of a decision on the entire community."

Call-out of disproportionate harm is an essential element of equity & therefore should not be removed.

We should be explicit in our commitment toward highlighting disproportionate impacts toward community members.

Perfect. This says more with less words!

Comments:

We are really wordsmithing now. See no problem with the existing language.

Fine

Appears to provide no guideline at all!

Professional managers should be focused on equality of opportunity (inputs) not equity (outputs). Changing impacts to effects changes the focus to outcomes not inputs.

This is far simpler, and promotes an equitable approach to decision-making.

While I agree with this simplified language, deleting the last phrase might not be the best. Decision makers should be aware of the impact of decisions on residents, good or bad.

The current language provides better guidance. Also, the shortened version is overly broad. No one can anticipate all of the effects of a decision.

I think explaining in the guideline what it means to inform the body of effects of a decision, should be made clear to include all effects. The proposed language is too limiting, and would seem to make it easy to only cherry pick the good effects of a decision. For instance, a more efficient bus route could have a positive effect of reducing costs, but there may be other effects that make it harder for a neighborhood to utilize the service. Limiting the guideline to "effect" could limit the discussion.

I like the shorter version but I think potential is a better word than anticipated. I also think the language about "harmed or helped" is sort of important and I don't like getting rid of it really.

The revised wording is not as understandable.

Determining effects as written is subjective. Without specific guidance, this may unintentionally prevent informed decision-making with adverse impact to underserved communities.

better more general and less subjective .

I believe the current Tenet 4 is good and sufficient.

I have no objection to it, but the change accomplishes little.

Comments:

"especially if specific groups may be disproportionately harmed or helped." should be kept if focused the previous tenets are focused on equity and effectiveness

Coupled with the previous section, I think this makes the tenet LESS clear. I think what is stated is reasonable and makes sense, but I don't think it lends itself to clarity if the goal is to put a stronger emphasis on equity.

Should not remove the "especially" part

Keep what was there.

The proposed revision seems to lessen the directness of what the tenet is aimed at. I'm fine with changing Impacts to Effects, but I would not delete the struck-out language.

We're getting too cute with these. Impacts is fine. As for the balance you deleted -- I guess so. But what you deleted here you deemed important on the previous one.

The proposed version is too ambiguous.

I am concerned that the more generic statement will allow those not committed or a slow slip of those committed over time to only share the positive effects, leaving out the negative to move whatever is being considered along.

In this instance, no real difference between effects and impacts.

1) As an employee of a local governing body, my concern is of those within my jurisdiction, so that should remain. 2) Removing "especially if specific groups may be disproportionately harmed or helped" seems contrary to a goal of "equity and inclusion"

proposal OK but delete substitute "all" for "the" (as in all/the anticipated effects...)

The proposed guidelines is less equitable.

Members should inform their governing body of the anticipated effects of a decision on people in their jurisdictions.

Impact seems like the more appropriate word than effect

I like the way it is now

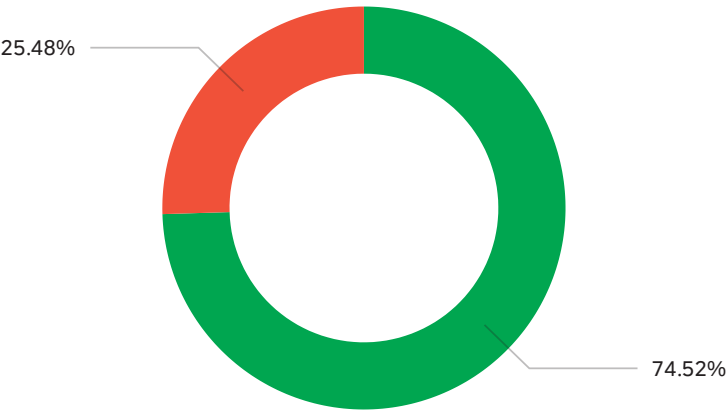
Comments:

Tenet should explicitly state "...specific groups may be disproportionately harmed or helped" or this admonition will be lost.

Do you agree or disagree with adding the proposed new “Promote Equity” guideline to Tenet...

#	Field	Choice Count	
2	I disagree with adding the proposed new guideline to Tenet 4.	25.48%	540
1	I agree with adding the proposed new guideline to Tenet 4.	74.52%	1579
		2119	

Showing rows 1 - 3 of 3



■ I agree with adding the proposed new guideline to Tenet 4. ■ I disagree with adding the proposed new guideline to Tenet 4.

Comments:

Comments:

Equality is different than equity, so this language doesn't make sense: "ASSURE EQUALITY IN ACCESS TO AND QUALITY OF PROGRAMS AND SERVICES", as it speaks to equality, not equity.

This is a very confusing statement; perhaps it should be reworded. "Equality in Access" just doesn't read or sound correct.

The proposed language is confusing. I suggest: Members should assess and take action to ensure equality in access to programs and services and in the enforcement of laws and regulations. Members should propose solutions to eliminate perceived or real barriers to access and disparities in outcomes and conditions.

Equality does not mean equity. The tenant seems to contradict itself.

I like the first sentence only.

The wording is difficult to understand.

Does this then mean that every neighborhood should have a public pool, rec center, library whether the community can afford it or not,? would a member be in violation of the tenet if he/she does not support adding sidewalks along a street that some residents strongly oppose; or supports a development that has strong opposition even though it meets all development criteria

I support the change but the wording of the new guideline language is awkward, particularly the first sentence.

I'm no so much opposed to the concept of this change as I'm opposed to the grammar! I've read the proposed change 5 times and I still can't make sense of what it is saying grammatically.

current language is well stated and precise. The new language only clouds a larger issue with needless language.

Tenet 4 will be the central equity tenet.

Agree with adding this, but it should be "Members should assess and take action to assure EQUITY", not equality.

While I agree with the concept, I am not certain about the language. It seems like this boarding on a requirement and not a guideline?? I'm not sure that should be the role of this organization to enforce.

Comments:

The manager cannot "Take Action" if the elected body creates standards or barriers they may inherently limit access; we can only advise

very poorly written reads like something a college political science senior wrote for his final exam. too cobbled together. I have never met a city manager who in my 40 years in the profession tried to eliminate to the extent possible

I think the use of both equity and equality here can be confusing. Perhaps delete the words "equality in"

if the proposal includedlaws and regulations for all "people within their jurisdiction". All communities are not a one size fits all. There are a variety of cultures and beliefs that should be taken into consideration for each community.

The promotion of equity is good, but the language that follows is, at best, confusing especially given that Tenet 9 should be taken in tandem if this is to be understood.

The language in Tenet 9, Inclusion is more clear to me.

I don't agree with this as a requirement.

Delete second sentence

I don't think we should change what is current because of a trend in language

Prefer wording closer to the current language

I agree but the proposed guideline suggests that EQUITY AND EQUALITY are synonymous. I believe this should be clarified. Perhaps, replace "EQUALITY" in the text with "EQUITY" to be consistent with the overarching goal i.e., "TAKE ACTION TO ASSURE EQUITY IN ACCESS..."

Takes courage but could prevent unanticipated negative outcomes.

Ensuring equal outcomes in this world is too burdensome. Equal opportunity, not outcomes.

Too Wordy and confusing

Comments:

I disagree with this guideline. It is fundamental to public management that enforcement of laws and regulations are consistent, fair and equitable. This Tenet explains the importance of "Serving the best interest of the People" without prescribing which of the 4 values should take priority. The guideline should provide additional clarity of "Equity" in the summary of what is meant by inclusion. How will ethics enforcement be conducted when reviewing this guideline? Is this guideline trying to address much broader concerns of social injustice in application of the enforcement of laws?

The last sentence presupposes that outcomes should be equal. Equal access and quality of programs and services is the essential elements. Outcomes are dependent on individual uses of the programs and services.

The current tenant is inclusive and fair.

I find that the language is not clear

Reads awkward (first sentence). Should be multiple sentences to better communicate intent.

I would change the word "assess" in the last sentence to "review". I could try and assess but more so in local gov't, we react to problems and since this issue is ever changing, I think we will be following the issue instead of out front.

I believe that we over analyzing the language

there are no issues with the current wording

Similar to the other tenet, I agree with the concept but the language is so off that I can't agree to it. "MEMBERS SHOULD ASSESS" ... what are members assessing? There is no subject. "TAKE ACTION TO ASSURE" - assure should be ENSURE ... who are you assuring/what are you assuring them about? vs ensuring that something gets done correctly. This language is unclear and not grammatically correct. It would make us look unprofessional to publish this as written.

This value conflicts with the principles of user fee based economics and overstates the member's role beyond providing a cost-effective service to a charge to provide equal access to all. I think supporting equity and equitable outcomes is different than promoting. Promoting sounds too political.

I don't disagree with the intent but the wording is terrible and poorly constructed.

Consider replacing "assure equality in access" with "assure equitable access"

The thoughts are good but it could perhaps be rewritten a bit to for clarity and comprehension.

Comments:

Proposed language requires an unreasonable standard for members and forces them into a role more appropriate for policymakers.

More confusing than original

Leave things alone. The tenets have stood the test of time for decades. Quit caving to the cancel and woke mob.

Agree, but this sounds very broad.

Again, I think the current language in my experience sets forth a standard that needs to be plainly stated.

Too many words and the definitions of "Equity" and "Equality" provided conflict with each other, resulting in a non-sensical statement. Your definition of equity says "resources may need to be allocated differently," but the definition of equality says "given the same resources" Therefore, as presented, one cannot have both equity and equality.

The existing language is sufficient to ensure the same outcome of the proposed language. Seems we are finding a different way to say the same thing.

That is a very difficult sentence to read. "And" is repeated five times in the sentence - maybe making two sentences would help make it easier to read or do it with bullet points.

Inclusion and engagement are separate issues from promoting equity. Add a separate tenet to address equity.

A guideline is a good way to raise awareness of the importance of equity and what that means..

very well worded and collectively captures the promotion of equity within communities.

The first sentence is very ambitious and is arguably unattainable ("assure"). The second sentence "propose" is much more attainable.)

We are supposed to be fair and treat everyone equally. This is not possible while promoting equity. Equity is ever-evolving, divisive, and political, "equality" is about fairness for all. Drop the "equity" crusade or risk losing a good deal of your membership.

Current statement is better

Comments:

Major problem: equity is based on justice, equality is based on numbers. Many programs have disparate outcomes, some in the name of social justice. These changes need to be revised or dropped.

I agree with the first sentence of the proposed guideline language; but, believe the second sentence is redundant and should be deleted.

It's an improvement, but I'd like the "should" changed to "must".

Like the idea of promoting equity and the last sentence. Second sentence could be "Members should assess and take action to assure equality in access to and quality of programs, services, and law enforcement."

THIS one is very valuable - better than inserting equity as a tag on to existing statements. Let's make it clear that advancing equity and eliminating disparities and inequality is foundational to all that we do.

This is common sense and really doesn't need legislated.

This tenet should remain in Tenet 4. This tenet focuses on the best interests of the people [i.e. community members and employees] which includes the need for promoting equity.

Should be equity in access, not equality. Add a comma after program and services, & to make the sentence easier to understand.

Directly conflicts with fee for services. Conflicts with reality on size and scope of programs. Under guideline it would be more realistic not to provide any program than one some may not be join in.

I only disagree with the proposed last sentence. That is a "task" that may be daunting in some communities and in excess of what the policy makers desire from their CM.

While I agree with the tenor of the changes, I think that the first sentence could be rephrased or cut into two (after services). Members should strive to or (promote?) equal enforcement of laws and regulations for all.

I would still prefer to reference EQUALITY over equity...

All part of what we do now

Some local governments may lack the resources to complete a comprehensive equity outcome study for every Board decision.

Comments:

This tenet starts out taking about equity then jumps to equality. They are not the same. Is the intent to promote equity or equality?

I agree with the intent, but the language is just too cumbersome. It should be edited for clarity. It just seems like too much is trying to be packed into the first sentence.

conflating equity with equality is problematic. Equity is not equality. There may be disparities experienced by some that require strategies that are not the same for others. Community is not homogeneous.

I think it is important to spell out inclusion - I disagree with it being called Engagement because it seems watered down.

I would change the word equality to equity

Wording is hopelessly cumbersome and "eliminate" is unachievable.

I believe the current language adequately addresses the issue

Disparities in outcomes and conditions may be outside the purview of the agency's authority and may involve others groups or individuals

original language far better. eliminating disparities is unrealistic, unachievable, and not necessarily a valid goal.

There are disconnects between goals and wording.

The Comments about providing equality of access to . . . and enforcement of laws is fine. The problem is the "Promote Equity" Again by having our organization espouse ensuring of outcomes you are moving our organization into a devisive social engineering direction that will harm our profession and ICMA

Wording is unclear. Members should take action to assure equality in access to programs, the quality of programs and services, and ...

I like the old tenet as well as the new language, they tackle two different subjects. Perhaps we could include "Promote Equity" while keeping "Inclusion" as well.

Comments:

I would prefer to see "ELIMINATE DISPARITIES" changed to "MINIMIZE DISPARITIES." I believe it sets a false pretense to assume that it is possible under any circumstance to eliminate disparities in outcome. There will always be some level of disparity in outcome (2nd Law of Thermodynamics). The universe tends towards disorder. It is our job to minimize that disorder, not eliminate it completely.

Too broad.

It feels like there are circumstances not covered by programs, services, laws, and regulations. Something is missing here.

Language as currently drafted is a bit awkward which may make it difficult for members to interpret. Maybe two sentences instead of one for the first guideline. Second guideline needs to be clearer about meaning of "conditions".

Local Government Managers need to ensure that they discuss and work with their elected boards before taking actions. This could create tensions between Professional staff and the elected boards.

I disagree with the phrase: "Promote Equity." I would offer instead: "EQUALITY IN ACCESS."

This reads like buzz word salad. It involves multiple directives, and places improper burden for some policy decisions on the member.

Good idea but language seems too wordy.

It is too wordy. The concept is good but the wording is not. I can't agree when it is so verbose.

I worry that this language makes the tenet unachievable and subject to partisanship.

What is your definition of equity? Are we just talking about social equity? or are we also somewhat implying access to financial equity? Lack of access financial equity, like homeownership, is a major contributing factor to inequity in general.

Is equality the correct word?

Somehow the last sentence seems broad and could be better written

Comments:

I marked "disagree" only because I sometimes wonder when we say something like "take action" if we aren't entering the realm of politics and policy. Certainly we should maintain ethical integrity in everything we do but this appears to allow a manager to simply override a council decision he/she doesn't like. Maybe I'm reading too much into it? If so, that is also a problem with the language.

Too wordy and broad. I would stick with current language.

Outcomes and conditions may often be the result of personal choices. Eliminating disparities may be impossible without removing personal choice.

I don't necessarily disagree with adding it. But based on earlier discussion of equality and equity...if you say "equality in access", are you saying everyone has the exact same access, when someone might actually need to have some other kind of access due to limitations etc. The wording is confusing to me.

Substitute equity for equality in body (second line) of sentence.

The concepts are spot on. The language seems "clunky" and I had to read it several times.

this is a political item, the icma is supposed to be non-political.

Having the definitions provided in the first part of the survey helped asses this proposal.

I agree but I feel the language is duplicative. "should assess and take action" is in my mind equivalent to "assess and propose solutions". I recommend deleting the last sentence.

More work needed....the "run-on" sentences try to encompass too much in a single sentence; pull out the specifics to determine simple straight forward actions.

But, I think it is poorly worded. How about: "Members should assess and take action to assure that services, service quality, and law and regulation enforcement are provided equally to all residents. Members should assess and propose solutions to eliminate disparities in the provision, impacts, and outcomes of actions." Or something like that.

I agree with the proposed language of Tenet 9, but I don't think "equality in the enforcement of laws and regulations for all" is the best word choice.

I dont like "Promote Equity" What about Ensure Equal Access?

too complex to address here.

Comments:

While I agree with the proposed change, what if the policy body knowingly passes policies that are intended to create inequality? I feel like I am splitting hairs. The average City / County Manager will get this distinction, but will the public and the occasional elected official that recognizes the inequality of the policy body decision and pressures the City / County manager to address the issue...holding the ICMA code of ethics over their head.

I disagree

Perhaps this combined with the language change proposed to Tenet 4 would be better.

Seems convoluted. Does not further the purpose of the original tenet.

our responsibilities as managers should be to promote fairness and equity

Equity and equality are different. "... ASSURE EQUALITY IN ACCESS..." As a member of a historically marginalized group, I believe that "belonging" is more impactful than mere "inclusion"

Replace ASSURE with PROMOTE (It is nearly impossible to assure equality in access

change assure to promote and eliminate to reduce and I'd say yes - as-is it feels like an unreachable target and I worry that people won't even try as a result

I don't have a problem with the intent of this change, but the wording in the second sentence needs to be fixed. Should it read, "Members should assess and take action to assure equal access, quality of programs and services, and in the enforcement of laws and regulations for all."? It appears there are a few extra words and the need for some commas...

I think you mean "Ensure" not "Assure"

I can support the first sentence of this proposed new guideline. To me, the second sentence does not realistically account for the fact that there are many other factors outside the control of the manager or local government in general that lead to disparities in outcomes and conditions.

Moving the guideline to Tenet 4 is easy. I fully agree with the first sentence, but not the second sentence. The second sentence would cause a member to take whatever action is necessary (possibly contrary to the direction of their governing body) to somehow equalize all outcomes of services and outcomes, without considering the significant differences among people that affect outcomes. This places far too much burden on the member.

Eliminate is an absolute, I would propose "reduce" or add "to the greatest extent practicable".

Comments:

Leave old language and add "and members should actively promote equity, propose unbiased solutions to eliminate disparities in outcomes and conditions".

I think they are 2 completely different concepts. I think the "inclusion" guideline is still valid, why not keep both?

"Equity" is defined as promoting one group or race over another. We should be promoting "equal" access and quality.

Not needed. Effects of Decisions & Inclusion (if left under Tenet 4) cover this.

I find the different use of the terms equity and equality in the above language a little confusing. While agree with the new guideline overall, it might need some word smithing to be consistent with definitions.

I think the wording in the second sentence is cumbersome. I think the second "and" should be removed so it reads "in access to quality programs and services..."

Managers and Administrators are limited in what they can actually implement, based on the actions of the governing body. I think this needs reworded and remove take action. I do not want to be held to a tenet that I cannot personally control by myself.

Although we say "should" the "AND TAKE ACTION" is very vague and may be outside scope of all members to achieve.

This needs to be buttressed with resources and support for professionals and communities.

I think the previous language should also be included.

Except it should be "Promote Equity and Justice"

The word inclusion is needed. Inclusion is the product of equity and diversity. Removing inclusion removes the need to enforce belonging within organizations.

First, I disagree with the action to eliminate disparities in outcomes and conditions. Due to differences in interpretation, outcomes will never be equitable no matter how hard a person or groups tries. Second, this language change places sole responsibility for equity on the shoulders of public officials, and removes responsibility from the general public to participate in the process of any needed or desired change. This shift only serves to support the current "blame game" culture. I would like to see the phrase "...members should strive to eliminate barriers to public involvement in decisions, programs, and services." remain in this guideline.

Comments:

Is this for tenet 4 or 9? Not clear. I'd this will be for a new tenet 9, I agree, otherwise that is confusing.

I don't disagree with the sentiment but the second sentence ("Member should assess and take action...") is unclear. Sentence fragments or run on perhaps?

I agree with the all but the last sentence. I don't believe it is possible to ensure equality of outcomes and conditions when some aspects depend on individual's choices. I believe the effects would also result in a disproportionate allocations of resources, potentially to the detriment of others.

I don't care either way. I think both are just fine.

Equity and equality are different things and should not be conflated as being the same.

Second sentence is a bit of a run-on. Maybe something like: "Members should assure that all individuals and businesses have equal access to and quality of programs and services. Members should make certain that laws and regulations are enforced equally throughout the community. Members should assess and propose solutions to eliminate disparities in outcomes and conditions."

I find this language confusing.

With caveat as noted in prior comment on equity

Overly broad. I agree with the proposed deleted text. As to members "taking action" we should recognize that in many cases our members are not the decision makers. Adding a modified last sentence would correct this. The proposed language should be modified to state "... Proper solution IN AN EFFORT to eliminate..."

I suggest striking the second sentence.

Again, I think this is critical to the preservation of democracy and critical to our role as local government managers.

I agree with equal access, but equal outcomes is a dystopian nightmare-

"Take action" could put administrators outside their lane and/or priorities of the governing body. The scope takes the focus outside of their jurisdiction. We should keep the profession defined to the community and organization we work for. ICMA tends to put us into political issues, making "ethics" more difficult.

Strike "equality in". Unclear. Confusing to mix equity and equality in same sentence. Is it needed?

Comments:

I think the language is too broad. While we should strive to eliminate disparities, equal outcomes are not always an option, nor should it be the goal unless involving similar facts.

If you know how to produce outcomes I'd like to talk to you about a lot of other decisions I need to make. This statement is not truthful.

Very wordy

I agree, but why isn't it: "...assure equity and equality..."

Equity in title- change to "strive for equality"

take action to ENSURE equality ...

While I personally generally agree with the principles of this guideline, there could be professional conflicts if a board/council does not want their administrator to proactively be involved in eliminating disparate outcomes. This could put professional administrators in a difficult position.

"for all" seems like a very broad scope. Members should assess, propose, and implement approved solutions to eliminate disparities in outcomes and conditions of programs and services. .

the second sentence should be deleted..What if the disparities are outside the control of local government.

If we add this tenet, why change other tenets to reflect equity?

I agree with the first statement but have some concerns on the likely capacity to deliver on the second statement

Once again, I just think the work is overused this watered down.

There will be disparities in outcomes, I would modify disparities by the word " discriminatory"

Use of the word EQUALITY in the second line of the proposed tenet language basically removes equity from the guideline. Equality and equity are not the same and equality. Solutions are different when the outcome is equity instead of equality.

I agree with the change but don't coningle equity and equality. I suggest ...take action to ENSURE EQUITY in access....(because "you" may need to do more for one group to gain access than for another)

Comments:

Shouldn't equality be replaced with equity in the description?

I see nothing wrong with Tenet 4.

The proposed change seems too general and something that one could argue to oblivion. How would this ever be enforced/monitored by ICM

Not sure about the use of Equality which does not mean the same thing as equity. I think it could be less wordy.

I'm not sure who is responsible for the "enforcement of laws," is this the community, local/county government officials, law enforcement...who?

Wrong use of the word assure. Should be ensure.

While I know that you shouldn't use a word in the definition of that word, I am a bit concerned about the use of the word "equality" in the phrase "equality in access to ...", it seems like given the other changes in language, it should be equitable access not just equal access.

The revise is not clear.

Remove "Promote Equity".

I disagree with the modifications proposed. The existing language is sufficiently clear, and more concise.

The two revised guidelines work well together.

I don't know if members can "assure equality". I would change the wording to something like "strive to assure equality". I also could think of some areas where decisions may not be black or white with regards to eliminate disparities in outcomes and conditions. For example, what if eliminating disparities might not be fiscally possible for an agency, but they could take steps towards eliminating disparities. For example, when dealing with housing maybe a city doesn't have the financial resources to ensure affordable housing is available for everyone, but that city can start/strengthen programs to address affordable housing.

As an example, I think this language will help force members to be more demanding with department directors regarding how they provide services to everyone and consistent with the above language. Managers will have to improve their skills.

Comments:

I would prefer "Promote Equality" over "Promote Equity". I am good with the majority of this statement except the last sentence; I find it to promote a different set of laws for a different set of people or a different set of programs/workflow for a different set of people. I agree with evaluating programs to meet the needs of the public but we need the same approach for everyone as to not show favoritism for or prejudice against certain groups.

I agree with the sentiment of this new guideline, however, I feel it is unnecessary.

Agree with the intent but concerned about there being too much ambiguity for a code of professional ethics. There are also different policy perspectives on how far a unit of government should go in eliminating disparate outcomes (as opposed to disparate access or services). Language is needed that recognizes the manager's role of promoting equity while recognizing managers operate in different political environments.

Equity as a guideline is okay. But again, to repeat, doesn't need to be the primary focus of the Tenet.

I would suggest adding "community members" after the word "all" at the end of the first sentence.

Vague. Who are the members? ICMA members, residents, other stakeholders, etc.?

Without clearer definition about promoting equity to address past inequalities, this language sets up the partially-false contradiction between unbounded pursuit of equity and limited but laudable democratic pursuit of equality.

like the old language better

In some instances, it may be impossible to ELIMINATE DISPARITIES again get a project completed.

While I generally agree, I am somewhat uncomfortable with the last sentence.

I am not opposed to renaming the section Engagement. However, the guideline language appears to do nothing to change what we should already be doing and overly complicates the tenant language.

I support the current language of the tenet. While law enforcement is of particular concern, the tenant should broadly support equity and inclusion in all of the services of local government.

Comments:

this goes beyond even the ADA guidance for accomodation for equitable access. There is no way to get to or effectively evaluation "equality" in access and quality and enforcement. I'm all for aspirational but this is onerous. Particularly in eliminating disparate outcomes. Is would be deeply unfair to make administrations responsible for outcomes when the responsibility for outcome should be on the consumer. Additionally, as a City attorney who uses non judicial resolutions for most enforcement actions and who is committed to restorative justice - not to put to fine a point on it but this is BS. Prosecutors already have an additional ethical consideration, "to do justice". Justice is not "equal - we can strive for equity and we can strive for fairly accountable, but this is the justice system not the fairness system and there is a difference for a reason. Seriously people!

None

I do not oppose adding a "promote equity" guideline, but the proposed language is too wordy and a bit confusing. Perhaps... PROMOTE EQUITY. MEMBER SHOULD ASSURE EQUALITY IN ACCESS TO QUALITY PROGRAMS AND SERVICES AND IN THE ENFORCEMENT OF LAWS AND REGULATIONS FOR ALL.

This (Promote Equity guideline) is a little wordy

This reads strangely though I agree with the concept of adding an equity guideline. Again, "promote" is not strong enough to indicate accountability. Consider" Members should take evidence-formed approaches and center the perspectives of people of color and other communities historically marginalized from government programs and services and who have been subjected to inequitable applications of law enforcement and regulation. Members shall remain accountable to equity goals by assessing and proposing solutions to eliminate disparities in community outcomes and conditions.

I prefer the wording to eliminate inequality instead of eliminate disparities.

I agree with the sentiment, but I had to read the first sentence 3 times. I'm still not sure I understand. The wording is too complicated. The second sentence seems adequate.

Eliminating disparities assumes that there are no fair and justly occurring disparities in outcomes and conditions. Members should assess and propose solutions to address disparities in outcomes and conditions.

I think more work is needed on this one. It is not concise enough. This phrase is muddled "MEMBERS SHOULD ASSESS AND TAKE ACTION TO ASSURE EQUALITY IN ACCESS TO AND QUALITY OF PROGRAMS AND SERVICES AND IN THE ENFORCEMENT OF LAWS AND REGULATIONS FOR ALL."

You cannot promote equity while providing equal access to everything for all the issue is everyone has a different starting point. This needs to be seriously reconsidered.

It is impossible to take actions to assure equality AND eliminate disparities.

Comments:

My issue with this statement is in the first sentence, "...assure equality...". I don't believe we are always capable of being able to achieve this standard.

you say promote equity, but use equality in the statement - equality means same resources, but equity would allow those who need need accommodations to access programs

I am not sure that we can ever "eliminate disparities in outcomes and conditions" and it seems foolish to set that out as a guideline when we cannot take steps to ensure it happens. This is too pie in the sky for me.

I STRONGLY agree with this addition, it is a must.

Garbage. "...Eliminate disparities in outcomes and conditions." What utopians world do you live in?

I agree with everything here except the last sentence. I am not sure how we could be in a position to eliminate disparities in outcomes. I agree that we should do everything to promote equal access by removing barriers, but not sure about outcomes.

How is this stuff to be measured? What is success?

How would this Guideline be enforced? This language goes beyond the scope of what Code of Ethics should be. ICMA's Code should be something all members can abide by regardless of Board dynamics or job title. I don't foresee this language as being possible for all members.

unnecessary

Too wordy. "Members should provide equally accessible programs and services and enforce laws and regulations prudently."

I continue to have problems with the definition of EQUITY; therefore, I cannot agree with including that word with that definition in the Code. Saying this, I do agree that the rest of the proposed sentence is worthy of inclusion.

I would say "equity in access" as opposed to equality.

New language is verbose without doing anything meaningful.

Eliminate disparities in outcomes is not universally agreed upon. Equality/equity in opportunity is more broadly accepted. This tenet would open the door to further criticism of the council-manager form of government, which is already increasingly under attack in areas on both ends of the political spectrum.

Comments:

I have concerns about the disparities caused, not by a systemic issue, but an individual's lack of drive/motivation. The apathetic or lazy individual should not have the same outcome *in certain scenarios* as the ambitious or enterprising individual.

The proposed language removes the responsibility of active engagement by the public that is inherent in the current language. The current language is based on providing equitable opportunity - not outcomes.

ICMA members are committed to the ideals of equity and equality and will strive to eliminate any discriminatory policies and actions in favor of greater democracy.

Should say promote "Equal" access. We do not need the word equity as this is another word for Affirmative Action.

First sentence too wordy. How about: Members should assess and take action to assure equality in access to quality programs and services and enforcement of laws and regulations for all...

Is it the job of a professional manager to eliminate disparities in outcomes?

The 1st sentence is ok. I like the current language better. The second sentence is foolhardy. You can't expect a manager or anybody to know how to eliminate disparities in outcomes.

I like this for sure!

I may agree with the statement, but do not feel it necessary or appropriate to include as a guideline of the Code of Ethics.

Equity is a handout, unfair to the others, and discrimination.

I recognize the blurred line between a purely management vs. purely policy decision; however, the first clause that reads "Members should ASSESS AND TAKE ACTION to assure equality in access to and quality of programs and services" feels more heavily political. I agree with the goal, but this clause seems like it should be driven by the elected policymakers. The rest of the revision seems fine to me.

eliminate last sentence

I think the last sentence merely restates the first. I would consider adding "promoting solutions" to the first sentence somehow.

The proposed changes seem broad and not necessarily equity. I am more comfortable with existing language.

Comments:

What does equality in access mean? Does it mean every playground must be able to accommodate every individual no matter the challenge? Does it mean 100% of city communication needs to be in two or three languages if we know we have community members who don't speak English or prefer to speak another language? As city managers, it's one of our primary functions to ensure laws are enforced for everyone across the board with no exceptions.

Good specificity!

"Disparities in conditions" remains vague and would benefit from clarification.

Potential language is subject to misuse for progressive ideological advocacy and judgements. You are mixing "equality" with "equity" in this guideline. Our members support equality in opportunity. There are however legitimate and illegitimate individual reasons for disparities in outcomes and achievement among individuals. This is a must be recognized or we are enabling inappropriate justifications for outcomes unearned or justified and further promoting identity politics and potentially a Marxist ideology which is contrary to our historic and cherished values. Note there is no qualifiers on word "disparities" such as "inappropriate" or "illegal" so judgement is subjective. Professional ethics should not be based upon a view of a progressive utopian or self expressed social construct. Would suggest "Promote a Just Society" as title might better define obligation.

Interesting that we use "equity" in the title but use "equality" in the language. There seems to be a difference in those two words. I think the language needs work. Access to programs is not always equal as some are designed to create equity in the outcomes - only available to low/moderate income households, etc.

Strike AND TAKE ACTION... to read.... ENCOURAGE ACTION - which is similar language of other tenants

The above premise relies on a number of assumptions: 1) that equity is achievable 2) that members even have the ability to do such a thing. Equal access is far more attainable than equity of outcome.

Big step; are all members well versed on the ability conduct assessments. Statement is probably important but until I am convinced that ICMA members understand/educated, I think this is premature.

Effective public service includes this concept without it needing to be stated separately.

"Should" is wishy-washy; "assure" is wishy-washy. "Equality in access" translates to being able to access services in person or online, but not in a language that the customer can understand. They may have equal access, but without translation services, it does no good. Use "Equity" instead.

"to ensure equality" will not necessarily result in the elimination of disparities in outcomes

The second sentence is awkwardly worded. I had difficulty reading it. Is there some reason this language is in all caps? I have previously been told this means someone is shouting by using all caps.

Comments:

1) remove the word "should" in both places. 2) change "assure" to "ensure" (look it up).

I support the first sentence. There are many other values that need to be taken into account regarding the second sentence.

"...Should assess ..." does not seem like the correct phrase. Evaluate maybe ?

I agree because the current inclusion guideline would be renamed and moved to another tenet.

I would agree if this was titled Promote Equality

I don't disagree with the new tenet. I believe language "and ensure disparate outcomes are understood by elected officials, and propose..."

This language is the worse yet when it comes to defining ethical responsibilities. MEMBERS CANNOT INSURE.EQUALITY OF ACCESS. IT IS THE ELECTED OFFICIALS THAT SET POLICY. WE CAN INSURE CAREFULLY REVIEW AND ANALYSIS AND DEFINITION OF ACTIONS WHICH WOULD INSURE OR PROMOTE EQUITY.

It is a logical fallacy to promote equity using equal means of access and quality of programs and services. I strongly disagree with this proposed language as this continues to conflate two terms that are consistently and incorrectly used interchangeably.

I like everything but the last sentence. It has the potential of being used against an ICMA member in politically charged situations, which is an unintended consequence. ICMA code of ethics should not be used as a weapon.

While I agree with the spirit of this revision, it may not be within the authority of the member to take action. We serve elected bodies that set the policy. We may be ethically obligated to recommend and certainly to implement if directed to do so.

The wording is convoluted. Disparities in treatment is not addressed. This proposal uses a lot of jargon.

This is a policy proposal. "Members should...." How would a member violate this tenet?

agree with the sentiment....find the wording to be a bit awkward

Equality should be pursued (fair and equal treatment). Equity of outcomes is inherently discriminatory.

Comments:

I agree with the change, but feel "equality in access" should be "equitable access"

Except replace equality with equity

I do not agree with the statement, "Members should assess and propose solutions to eliminate disparities in outcomes and conditions." It is not always possible to completely eliminate disparities in outcomes and conditions, and good policies should not become the victim of perfection. I would supports a statement like, "Members should assess and propose solutions to eliminate or minimize disparities in outcomes and conditions."

Shouldn't equality be equity?

Agree because it is an improvement to add - but encourage clarity on defining outcomes and conditions.

This guideline should be amended to replace "equality" with "equity" for consistency. I don't understand the reference to enforcement of laws and regulations because that should be inherent in local government's mandate and may not need to be called out here. I also would also like to see something about evaluation of measurement of outcomes added to the second sentence.

Assuring equity is beyond the scope of the profession.

This is great. The language is a little clunky.

I don't disagree with the new language but feel the old language should also be included in the guideline. The proposal eliminates one guiding principle in favor of a different principle, when in fact they are two separate important issues.

There is no reference to differing to elected leaders. They set policy that we implement.

Unnecessary

This change advances an agenda that does not serve the best interests of ICMA or its members, and it sets an unattainable goal.

You are making this too complicated, less us more!

promote equity in the guideline title but promote equality in the statement?

Comments:

Obviously I agree with the premise, but do not agree with the vehicle to get there

There will always be disparities in outcomes. Eliminate the second sentence.

This section should be made more clear though - language is still vague, especially second sentence.

Eliminate is a strong word, not sure it can be achieved. A option is to add work to eliminate...

Proposed language is not clear as to what it means.

Minor change--delete "FOR ALL." It is covered by "equality" and implication. Otherwise, add it to the second sentence too.

To be effective as a leader you always require the support of the community of which you serve. It is not the sole responsibility of members to enact all elements of change. We can lead folks to great solutions but cannot make them accept all ideas or plans

I think this is a great tenet addition and very clearly defines "promoting equity"

I agree with the concept but am concerned about how this would be enforced.

We should be assuring opportunity, access, etc., not outcomes. We cannot (and should not) attempt to dictate outcomes.

Again, who decides what is equitable?

This removes a very useful and pragmatic guideline and replaces it with something slightly different. The existing guideline should stand and this should be an additional guideline. The skyline, as amended, is useful and warrants inclusion as a guideline overall though.

Too subjective, mushy and easier to justify by current political winds. No standard stated.

I don't see how this fits better in tenet 9. It still seems to fit best in tenet 4.

Comments:

You've stripped out the "eliminate barriers to public involvement" ... and replaced it with generic, soft language that will allow member cities to pay mere lip service to equity. Better wording: "Members should take actions necessary to assure that all members of the community have equal access and ability to participate in the formation of public policy, programs, and services that impact their communities."

Equity isn't the same thing as "equality in access..."

We should already be promoting equity for the programs, services, laws, and regulations that we are involved with in our profession. The proposed change infers that inequities exist where none may be present.

Equity should be incorporated without regard to a guideline.

Language is too complex and not clear.

Replace EQUALITY with EQUITY in first sentence. Equality of access is not necessarily equitable.

I disagree with "equality in access to and quality of programs and services and in the enforcement of laws and regulations for all". The focus should be on equity rather than equality. Also, this first sentence is so clunky. Just remove it and keep the last sentence.

Agree with the idea, but it is poorly written and confusing. The original wording is more clear. What are you trying to say that is different?.

Very wordy, but I agree with the intent

Equity and Equality are not always compatible. It is not up to the professional organization to say that one is inherently better than the other. That is up to the local elected officials to decide the policy and for Manager to implement in a professional way that is effective, efficient and inclusive. This is a philosophical statement beyond a common denominator of professional codes of conduct.

Government overreach...This is a free, or was a free country and people have a right to choose whether or not they wish to participate in the governing process or not and face the outcome.

This is political garbage and has no business in the code of ethics.

This is poorly written. The premise of this effort is ill-guided.

Original language is clear. New language is Ames's of words.

Comments:

If professional managers pursue equity, it will often mean that decisions (especially with respect to human resources) will be based on race. This is contrary to federal civil rights law. We should maintain equality of opportunity as our guiding principle not equality of outcomes.

I feel the existing language is satisfactory.

Are we trying to promote equality or equity? The heading says "Equity", but the text says "equality" which is not always the same thing.

I think this language is SUPER PROBLEMATIC because a Manager/Administrator literally cannot assure equality in access and quality of programs and services without the direction and support of elected officials. ADVOCATE? Yes. ASSURE? No. This is going to lead to issues down the road.

The portion of this that includes "and in the enforcement of laws and regulations for all" will be very offensive to some from my experience

more proactive and solution oriented

There are better ways of saying serving all

Equity is different than equality. Equality is an outcome; equity is how to arrive at the outcome.

Doesn't seem necessary... We're wordsmithing it to death. It should be clear, concise, and a "north star" for the profession. Not marching orders with an agenda.

The last sentence leans toward communism, making outcomes a function of government regulation/policy.

I agree with the capitalized language, EXCEPT the words "promote equity" should not be included since they are based on a deeply flawed and new definition of equity. o

This is clear and valuable, practical and meaningful.

I think the language should be revised on the guideline.

Should assure be ensure?

Comments:

The first sentence says "assess and act". The second sentence says "assess and propose". I think they should both say "assess and propose".

We are not social scientists, we are administrators. Our job is to carry out decisions of the elected board in an efficient and effective manner not to tell them what us equal.

It's a guideline...

I think you've lost the purpose of engagement and making it a level playing field by highlighting equality in access vs equality in having a say

Impossible to eliminate disparities... Its how the world goes round (typically unfortunately)

Can we cut this stuff down? Isn't it better to say "Members should promote, protecting and preserve equity in their communities."

Old language is fine as is.

First two sentences are fine. Last sentence puts members in a tenuous position to make those value judgments which will be judged by a wide variety of citizens who will have differing viewpoints and experiences on an issue.

Too liberal. Trying to determine equal outcomes ignores individual choices, determination and hardwork.

Until there is a clear definition of "equity" I find it difficult to compose a tenet around the topic

Current wording allows for broader interpretation of inclusionary actions whereas, the promote equity is too narrow in respect to government.

While I agree with adding the guideline, I don't like the use of the "equality" in access... I think this should be equity. Equal access to services or programs does not mean it is equitable.

Laws are laws. While equity should be considered when drafting laws, equity really should not be taken into account when enforcing said laws. The enforcement of a law should not differ not matter a person's race, identity, sexual orientation, etc. Strike the proposed language and keep the current inclusion language.

See previous comments

Comments:

Great!

I agree with the idea of this language but the way it is worded it confusing.

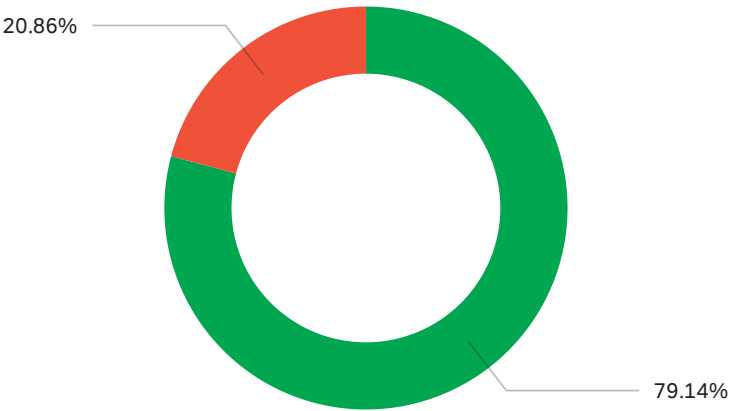
This is lacking a focus on internal organizational matters; this needs to be addressed to

Do you agree or disagree with the proposed changes to Tenet 9?

#	Field	Choice Count	
1	I agree with the proposed changes to the language of Tenet 9.	79.14%	1673
2	I disagree with the proposed changes to the language of Tenet 9.	20.86%	441

2114

Showing rows 1 - 3 of 3



■ I agree with the proposed changes to the language of Tenet 9. ■ I disagree with the proposed changes to the language of Tenet 9.

Comments:

Comments:

A most important element of public service: COMMUNICATION!

Keep an identified at end. balance the dientification of "Community Members" (i.e. people) with local government (staff, officials, workers . . .) some term to represent people.

The new language complicates the Tenet

I don't feel changes are needed. I prefer the existing language over the new.

I would add "Provide opportunities for " to the beginning of the tenet.

I prefer residents to community members

"communtiy members" suggests individuals and groups. The same should be done for "local government". Perhaps "local government agencies and officials".

Why in the world would we want to eliminate an emphasis on "friendly and courteous service" and improving "the quality and image of public service"? These things are exactly what we need in these times. The change has a postive thrust of more active communication, but in so doing, gets rid of other very important things.

The new statement is too brief and lends itself to a variety of interpretations. The existing tenet provides clarity of the extent to which members will practice active engagement within their communities.

the new language changes a very key tenet that we "keep the community informed." Why would ICMA want to change it to engagement. A City Manager should focus on getting information out to the public, engagement follows based on the community's desires. This proposal is a bad change in focus.

Leaders in government and elected officials are in their positions because of their background, experience or elected representative role. Too often in recent times, uninformed and misguided people that think they know more than professionals have been elevated too high and given too much say, resulting in poor policies for the very people we are meant to protect.

I think the revisions are fine but don't go far enough. It is important to encourage ACTIVE ENGAGEMENT AND CONSTRUCTIVE COMMUNICATION. However, I think it is important to stress to all who work in the public sector to "emphasize courteous and empathetic service..." What I've seen and heard more and more about is people feeling ignored or disrespected way before the notion of engaging is presented.

Comments:

I agree but I sometimes believe that we are much responsive to current social movements, etc. Can we now be unfriendly and discourteous as long as we encourage active engagement and constructive communication. What about unconstructive communication which not that uncommon.

This is more relevant for active engagement, and also still good to discuss improvement to the image of public service.

Retain current language.

take out the word members after community. do the same thing in the other tenets

This survey is beginning to make me feel like a curmudgeon, but what benefit is there to deletion of guidelines that encourage, '...friendly and courteous service to the public'? This is the Tenet running in tandem with other changes, but on their face these modifications would seem to lessen the impact the Code has on civility.

disuse of "citizens" is good replacing with "residents" or "community members"

I think it is unfortunate that friendly and courteous service was eliminated. From my perspective, many government officials lack basic courtesy and friendliness.

This is fine, but unnecessary. You really have committee members looking for issues.

nonsense

I disagree with this proposed change because it places too much emphasis on the city management profession to manage something that is currently unmanageable – the behavior of the public. So, if there is a polarizing issue before City Council and the communications are not constructive, does the city manager now have to police the behavior of the residents? Suggest the continued importance of informing the community about local government affairs and creating opportunities for actively engaging the community.

I do not think emphasize friendly and courteous service to the public; and seek to improve the quality and image of public service should be removed. I am good with the other language changes - there is not an option to agree in part.

Clear and concise - what's not to like

new language too narrow compared with current

Comments:

I think the old language does more and talks about our "service". We are losing the interest of the young to public service so we should encourage that. Perhaps just a tweak and change citizens to community members and lose 'officers'.

It's difficult to define certain elements contained with the current language

Same as #4. It's OK to say community. Community members seems redundant.

I agree and can live with the change, but in today's society I believe we need to strongly encourage CIVILITY among all as we are actively engaging people for communication

I like this.

I would add "service providers." at the end of that sentence.

I only disagree because the last part is important, the quality and image is not easily maintained across the industry and locations. This statement has value - "seek to improve the quality and image of public service".

The revised language removes the stated ethical responsibility of government to keep residents informed. I would keep the current language and consider adding the new language within it.

I see no significant difference

Officers should emphasise friendliness and a good public image

Leave it alone.

I liked the explicit guidance on friendly and courteous service. "Active engagement" and "constructive communication" are pretty subjective.

I don't like dropping "Keep the community informed". The first step in communication is the most important, so the obligation to do so can't be removed.

Not sure if community members is the right term; could exclude people outside a community or presume to exclude undocumented members.

But I like the current language re. Value of public service

Comments:

The revisions removed too much. I think the Active engagement and constructive communication is a tool that helps achieve what was described in the original language. The modifications should be to the guidelines. I think the change loses too much of the message of the tenet - courteous service, improving the quality and image. Striking "local government officers" takes the role that the actual officers of local government play and put it on "local government" - which is a thing or group not the real human beings that communicate. The revision seems to be lessening the role of the local governing body.

The proposed revision narrows the focus on keeping the community informed. The term "community members" sounds odd. Why not "residents?"

I have concerns with this change. I think I understand the purpose of facilitating engagement and communication, but have reservations removing the government officers out. If elected officials make a decision, with or without engagement feedback, is it really the managers job to intervene with encouragement of constructive communication. I value engagement and communication to improve services and enhance programs, but have concerns that we are splitting the line between the professional and elected partnership that is vital to the success of every community.

I will miss the language about courteous service and improving the image of public service. The latter should still be a primary goal of the ICMA.

Wow. Drop transparency and keeping the community informed? Drop "friendly and courteous"? Really? Is this where you want to head with this? So now, seeking to "improve the quality and image of public service" is no longer important to this organization? Frankly, I am shocked that this organization would even propose this. Who wrote this, the advisors to the city management of Portland or Seattle? What's next, a tenet justifying public rioting and violence on city officials as a way to demonstrate active community engagement by any means possible? How about a tenet encouraging the membership to go out and join in? Since ICMA is not worried about its members' lack of a friendly or courteous public demeanor, a positive public image, or taking sides anymore, why not?

This language borders on political action. "Active engagement" is the responsibility of elected officials. Administrators who want to promote active engagement should run for office.

I love this change!

I agree with the sentiment but keeping the community informed is also an essential responsibility. "Encouragement" is insufficient.

it doesn't change anything. Just different words.

Excellent!

I hope that the all caps section is for emphasis as I would object to that format.

Comments:

The capitalized additions I agree with. I would keep the stricken phrases EXCEPT for "citizens." "Community Members" is a better term.

I agree with this change, but constructive is a subjective word.

I'm okay with the changes, but I think we still have a long way to go to improve the quality and image of local government and it should probably still be included somewhere.

I think it's fine the way it is. Small communities with few resources do not have the resources to meet this new standard.

Excellent change!

Seems to place the onus of action on the community member

I do not believe anyone can limit communication to constructive. All communication should be a first amendment right.

Not supportive of losing the phrase "seek to improve the quality and image of public service." This seems like a substantial loss in the tenant.

I would suggest "Encourage CONSTRUCTIVE and ACTIVE communication between COMMUNITY MEMBERS and local government.

I understand the intent but there should still be some emphasis on keeping the community informed while encouraging engagement. Constructive communication is jargon.

would like to see "genuine" added

Really like the changes to the wording in this tenet.

Think striking the last section of the sentence moves away from the basics of what we are supposed to be and do

I disagree with the word constructive. I have no issue with the change to encourage active engagement, but constructive assumes a conflict. Not all communication and engagement will be related to conflict.

I do not see how the new language improves on the old language.

Comments:

I do not believe this change is need. Seems like it is a solution in search of an issue or problem.

original language works fine as is

there is a need to emphasis "courteous service" to the public.

I agree with the new language but would also still keep the strikethrough "Emphasize friendly....public service".

lost the connection to citizenry

This simplifies the tenet beautifully.

I still believe the existing language is accurate & effective

I like that it is short and to the point.

"SUPPORT" is more active than "encourage." The last portion, rather than being omitted, should be modified to say, "...seek to advance citizens' trust in government." Unless it is believed that doing so would create a redundancy.

Something about the "trust in government" as the end product would add intent/outcome definition.

That is up to the elected official to do that. The Manager can be there to provide support and assistance, but again, if a city/county manager begins to this without first having discussions with their elected body, unintended consequences could happen between the elected body and the professional staff. .

I agree with the change from informing to active and constructive engagement. I believe there should still be a reference to customer service/improving the quality of public service, and seeking to build trust (rather than improve the image of public service).

Agree with changing "the citizens" to community members.

I believe in this era of government, we need to retain the message that our communication needs to be in such a way that it improves the quality and image of public service and not just active engagement and constructive communication. Some may feel this is too rigid or factual, but we need to remain courteous regardless of a person's status or feelings toward government and it should be done with making sure citizenry understands staff cares, is courteous, respectful and honest and acts with integrity. I feel this has been gutted to only say we need to reach out and be factual or "constructive."

Comments:

Instead, I would offer: "PURSUE ACTIVE ENGAGEMENT AND CONSTRUCTIVE..."

I think the word "continuous" should be added somewhere in the language

Leave it alone. We know what the tenet is getting at. No need to change.

Eave in the first deleted section on keeping community informed

Proposed language is fine but lost seems to be clarity of the duty to inform.

I agree with addition of active engagement, but should not remove sections pertaining to public service.

Seems like we are eliminating language about the importance of friendly and courteous service, along with seeking to improve the quality and image of public service. I would be ok with the change if it didn't eliminate the last part.

Why wouldn't we promote courteous service, service quality, and service image? Its seems a critical element to improving local government. I will admit this Tenet has needed to be better worded.

Removes too many other important elements and should retain keeping he community informed. Informed and actively engaged are different things and not everyone wants to be actively engaged but may want to be informed.

Community Members? Suggest "residents"

Disagree with the term community members.

I don't see how the elimination of terms makes this stronger. I have no problem with adding the wording change, however.

I love the addition of "ACTIVE ENGAGEMENT AND CONSTRUCTIVE" communication!

Agree in principle, but would prefer to see a specific reference to participation (in addition to engagement and communication)

I agree with the proposed revision except for the inclusion of the word 'Active'. I believe that it can be removed and still accomplish the same objective.

Need reference to "civil engagement". We're encountering an increase in rude, uncivil conduct.

Comments:

Take exception to limiting this to "community members" and not public which includes visitors, temporary individuals such as students from other countries, etc

i like the current one better

I recommend either retaining the original language or creating a new tenet. The proposed edits replace any reference to quality of public service with constructive engagement. I see both as important. Existing language in Tenet 9, strike only "encourage communication between the citizen's and all local government officers. New Tenet: "ENCOURAGE ACTIVE ENGAGEMENT AND CONSTRUCTIVE COMMUNICATION BETWEEN COMMUNITY MEMBERS AND LOCAL GOVERNMENT."

I like this. It is more simplistic and to the point.

I would suggest: "Ensure that the community is fully informed on local government affairs and encourage active engagement and constructive communication between community members and local government." I think something is lost when the requirement to actively provide information is weakened.

This is watering down the existing tenet.

I do not like eliminating reference to the manner of service delivery (friendly and courteous) or dropping the responsibility to improve the quality of image of public service.

As a public official some of the biggest complaints I receive is about the lack of courtesy and respect for customers at permit office. That contributes to the poor public image of government staff. I disagree with the strike out language

The explanation provided covers it well.

I would add "and facilitate" after "encourage".

Active engagement and constructive communications are not measurable. Facebook rants are active engagement and, for some, constructive communications.

very clear.

The proposed language is completely watered down, and useless.

Comments:

Besides understand the idea, the proposal change the big issue of tenet 9, as the older version focus the accountability of local government, information commitment, Communication efforts and citizens participation. The new version is understandable but not so comprehensive. O propose something like this “ Encourage TRANSPARENCY, REGULAR INFORMATION AND ACCOUNTABILITY, and PROMOTE THE ENGAGEMENT AND CONSTRUCTIVE communication between the citizens COMMUNITY MEMBERS and all local government.”

I understand most of the changes here, but am sad to see "courteous service to the public" go away. I think that is critical to what we do.

I am fine with the new language. However, I feel that deleting the language after the new language inclusion significantly reduces the focus of this tenet. Do we no longer emphasize friendly or courteous service or seek to improve the quality and image of public service?

unnecessary

I prefer the old language

The primary responsibility of local government is to provide services to the community. We must never move away from that responsibility. The provision of services must be accomplished in a manner that is fair and equitable to all members of the community.

The current language says it all.

Seeking to improve the quality and image of public service should remain in this tenet language.

Rather than “community members” I think you might want to consider “all members of the community...”

I do not like the word community. To ambiguous. Again I can only recommend actions inside the City not the larger community.

Active engagement opens a big can of worms. Is it protests, is it recall campaigns, etc? I'd support "...active constructive communication..."

What happens when community members consistently fail to uphold an end of this covenant?

"emphasize friendly and courteous service to the public" should continue to be included here.

Comments:

Too narrow and removes important aspects of the current tenet: Keep the community informed (obligation to be open and clear), emphasize friendly and courteous service, improve the image of public service.

I prefer the original language. There is a word missing either before or after local government in the proposed edits. Why do I have an ethical obligation to encourage ACTIVE engagement? This seems strange for an ethics document and more aspirational than a code of ethics.

I recognize that active engagement should be used within the context of Tenet 9 but removing the line, seek to improve the quality and image of public service in conflicting.

One could interpret the proposed language to be a broader version of the current language regarding communication between the public and local government. However, when reading the proposed language, it feels like this tenet is promoting activism which we have recently seen as a disrespectful and sometimes violent exchange between two parties. I would like see the word "respectful" added before "constructive." Civil discourse is good; encouraging violence and disrespectful interactions as a means of changing opinions is not acceptable behavior for any public official. I also think that keeping the community informed is the first step toward engagement, so would like to see more clarity in this statement regarding information sharing.

Encourage ACTIVE ENGAGEMENT and ENSURE CONSTRUCTIVE communication....

I think we should still keep the community informed about local government affairs. Additionally, we should add on all levels of local government. This would maintain accountability. You can strike out the remainder of the phrase "officers, etc."

I agree with the proposed language but I think we should not lose sight of actively working to improve the perception of public service.

Again, "community" can be used to limit a population if narrowly defined. Sounds like a "club". I like the term "the public". It is broad and inclusive, too.

I like the additions but not eliminating the focus in quality public services

Fine with the overall change, but why remove "seek to improve the quality and image of public service"? What better way to engage community members than to have them volunteer on a committee or run for office?

but not sure what "constructive communication" means.

Comments:

I have no problems with the additional language, but I strongly disagree on removal of current language. Members have a responsibility to proactively inform the public on what is going on in their government, and especially in these times need to proactively emphasize courteous service and improvement of quality and image of public service. I would vote against these amendments if this proposed language remains as is.

This wording is clear and concise.

Do we no longer support courteous service or Improving the image of government service? Adding active engagement and constructive communication is a worthwhile addition.

Include Constructive and respectful communication....

Why are we removing focus on citizens?

Provide avenues for significant engagement that includes processes for dialog on matters of importance to community.

I do NOT support eliminating the "seek to improve the quality and image of public service" language.

Proposed change is meaningless.

With the exception of "Community Members," suggest keeping citizens or using residents to better define who we serve.

Too broad.

I think the current language is good and could be blended with the new language.

I'm still think it should say citizens

Include language related to quality & image of public service. No reason to drop them now.

Perfect the way it is.

disagree with removing sections about service. "Public Service Matters"

Comments:

I generally agree but the word MEMBERS should be deleted as it is an individual reference and doesn't include institutions, organizations or businesses.

See nothing wrong with the current language.

I agree, but is there "passive engagement?" I think the word "active" is unnecessary.

Encouraging active engagement does not relieve us of our responsibility to communicate with those who choose not to engage.

I feel this is way too vague. It is too focused on engagement, and while engagement is important, this language feels complicated if I am reading it from a rank-and-file employee's perspective.

I like the new wording but would leave in the “ emphasize friendly and courteous service to the public; and seek to improve the quality and image of public service.”

A positive image is a worthwhile objective. Don't strip positively

The current language is more inclusive.

Though I agree with the overall sentiment of this change, I think that there should still be a commitment to friendly and courteous service to the public.

I agree with the additions; however, I see no need to eliminate the language about friendly/courteous service and improve quality and image of public service.

This updates the tenant to be relevant to the world of social media.

I like the additions, but I still think it's critical to emphasize friendly and courteous service to the public to to seek to improve the quality and image of public service. I think that local government is losing the war for talent, but maintaining a focus on improving the image of public service may still prove helpful.

When it comes to communication, the word "Encourage" is pointless. Communication should be required in the same vein that stealing is prohibited/unlawful. "Encourage" is a very weak word. Related, communication with NIMBY types is what prevents progress in terms of affordable housing, zoning changes, service impacts, etc. Given the importance of communication, I'm surprised how weak (poorly worded) this proposal is.

Comments:

I am ok with this change. I have concerns that we are stepping away from encouraging all feedback even if it's not in a format that we would prefer (such as yelling, screaming, potentially hurtful etc.). I would personally rather hear feedback and allow people to express themselves early and often before it rises to the point where they do not feel like they are heard and may, for example, burn down a police building or storm a government building.

Removes our responsibility to project a professional image and instead cater to smaller subgroups who may not be representative of the community as a whole or even their particular subgroup.

I'd like to see the "and seek to improve the quality and image of public service" still be included. I think that is a perpetual issue that is in need of constant attention in the way we try to correct the prevailing image of government.

The proposed language waters down the Tenet. I may be in the minority, but I've never had difficulty understanding what this Tenet was asking me to do. Only the second clause needs revision to: "encourage ACTIVE ENGAGEMENT AND CONSTRUCTIVE communication...." Retain all other language.

Same comments from Tenet 4 apply here and perhaps the entire document

Without limitations, unbounded encouragement of "active engagement" may prove problematic. For example, counties which operate jails have legitimate security and operational considerations that are best served by an informed public but not necessarily an actively engaged public. For example, it is difficult to get citizens actively engaged in promoting community corrections and parole - most would rather go to the extremes of "lock 'em all up" or "let them all go free", yet this is a critical component of public safety and community restoration.

does "seeking to improve the quality and image of public service" show up elsewhere in the code?? if not, it should be put back in somewhere.

I agree with the change, but I would like to see the last part -- "seek to improve the quality and image of public service" -- retained in some way.

Added words are OK. I disagree with the deletion at the end, beginning with "emphasize friendly. . . ." I think this remains extremely important.

improving quality and image is essential

I support the current language of the tenet.

Much more appropriate

Comments:

this takes the focus off of public information that the public should be using to stay informed to make good decisions at the voting booth and focuses on what makes people feel good, so they can "like" us. It also fails to address or consider the , disinformation, misinformation, and malinformation that need to be countered with available, adequate, correct information about all the stuff that is boring but really matters. Why are we buying into the idea that feelings of some community members should drive communication and engagement. We fight that with out elected officials all the time. Some of the things we need to do for the health of our cities and our people are hard or at least uncomfortable for the public to hear. Additionally, the terms above mean whatever the people who want to use them to say we are not meeting that standard say they mean. What is the agreed upon definition of "active engagement" and "constructive communication" How could we use this and not come up short every time???

None

I like the old thing about seeking to improve the quality and image of public service. There's no need to remove that.

We are adding lip service only and removing the active improvement of service to the community. All of the stricken language following "local government" is actionable and a major part of what we do as professionals. The last

I agree with the concept but this could be improved. Refer to the spectrum of engagement and related definitions ranging from ignore, inform, consult, involve, collaborate, and defer to community. Accountability in the language here could be stronger as well.

I still prefer citizen over community member.

Retain the current language as a balanced statement of the profession's obligation to inform, empower, and promote a positive civic life and citizens' expectation to have open access to local government, when they want it. Modern life demands even more attention in people's lives than it did in 1972 when Tenet 9 was last revised. Active engagement and constructive communication is the right aspirational goal for citizen behavior. However, centering active citizen participation as a benchmark for Tenet 9 fails to acknowledge that only certain cohorts will have time to actively engage.

'local government' seems ambiguous. Why is the term officers being deleted?

Are we proposing to drop the expectation that we will keep our communities informed? Active engagement and constructive communication are well and good but some folks just want to be kept informed and that's all that's needed for some issues. I suggest keeping the first clause in.

I appreciate the inclusion of "constructive" - the erosion of civility in public discourse is distressing. I also appreciate the recognition that we serve all community members, regardless of citizenship/immigration status.

Comments:

I feel that the emphasis on Courteous service to the public and improving the public image of service is still very important.

I have mixed feelings on this one. I like parts of the old tenant such as improving the quality and image of public service.

I agree with changing to active engagement and constructive communication, but disagree with other proposed changes

IMAGE OF PUBLIC SERVICE IS CRITICAL.

Remove the word ACTIVE because engagement infers being active so don't need both words

The only concern is for localities that don't have "constructive" communication. I would hope that someone wouldn't try to censure a City Manager/Chief Executive for not having constructive conversations. Much of conversations people see are at City Council / Board meetings. In toxic or highly political environments, often times there is not constructive communication and the manager cannot control that. I see this trend increasing in the future, so while i would hope members would not be subject to CPC processes because of this language, hope is not a plan! I do like the language because it's much better, but i feel like the word Constructive is beyond the scope of what managers can control.

Yes

concerned about losing the importance of customer service and reputation at the local level

I think retaining a concept of being courteous is good to articulate somewhere.

Encourage ACTIVE ENGAGEMENT AND CONSTRUCTIVE communication between the citizens COMMUNITY MEMBERS and all local government. emphasize friendly and courteous service to the public; and seek to improve the quality and image of public service.

Who is the adjudicator of constructive communication?

Proposed is "watered down". Current is directive and clear.

...do we know need a representative town mtg for each community? It's difficult enough to get decisions made. "Active engagement" will be just another logjamopponents of anything will raise.

Comments:

Who determines what "active engagement and constructive communication" means? The Code of Ethics should not be a place to drive policy. Members are encouraged to include the Code of Ethics in their contracts. Proposed language changes such as this could be weaponized to fire a Manager.

I agree with ACTIVE ENGAGEMENT AND CONSTRUCTIVE communication and the 1st strike through. Keep "citizens". COMMUNITY MEMBERS is too open for interpretation. Are animals community members? Keep the last strike through... this make perfect sense.

Courtesy can absolutely be added. Your statement encourages honesty, but not tact.

The proposed changes would result in fewer words, but too many useful and helpful words are deleted. If ENGAGEMENT is desired, add it.

I think the word "constructive" is hard to define. I would think that active engagement and communication is more appropriate. As "constructive" communication to one person may be a destructive communication to another.

I believe that the changes proposed for Tenet 9 better spell out the managers role in engaging the public

I like the last phrase proposed for deletion.

I don't have an inherent objectiioin to the proposal. Although the focus on the word "citizen" has been misconstrued to denote residency status or origin rather than its actual intention, which is an engaged stakeholder. One can be a "resident" or a "community member" without being a "citizen." Resients and community members are not inherently engaged. Citizens have a responsiblity to the polis, and are engaged.

Please dump the previous passive language

I think we should still seek to improve the quality and image of public service. Having an active and engaged community does not necessarily help with this.

While the additional related to engagement is good, the elimination of language related to keeping themphasize friendly and courteous service to the public; and seeking to improve the quality and image of public service community informed on local government affairs.

ICMA members are committed to active engagement and constructive communication with all members of the community especially those that have been historically underrepresented in civic life.

I like the old one. Keep the community informed on local government affairs; encourage communication between the citizens and local government.

Comments:

I like the new wording but would want to keep the words, "emphasize friendly and courteous service to the public; and seek to improve the quality and image of public service."

absurd

I prefer the current language and tenor. I understand what informing the community on local government affairs means and the range of ways to do that. I'm less clear on what "actively engaging" community members means. I think there is still value in emphasizing "friendly and courteous service to the public" and seeking "to improve the quality and image of public service," especially now.

Again, this wanders into the elected officials territory - our level of community engagement is driven by their desire to hear from citizens. Managers can and should assist in communication, but the phrase "active engagement" is a big turnoff in this proposal.

Personally I agree and my community would as well. However, some governing bodies just have a different view about the role of their Manager. There is a big difference between "keeping" people informed and "actively encouraging." Some communities simply do not want their Managers to be the active person this tenet contemplates.

Love this language!

Time to move into the 21st century with our engagement and the language describing our engagement! Good work!

Proposed language is more concise but current language has valuable emphasis on related issues. Would add "respectful" in lieu of "friendly".

The guidance language should continue to address appropriate, quality service to the public. That part of the Tenet should not be lost.

Again, our redundancy in this exercise is a waste of time. Yes, the proposed language is acceptable but achieves nothing more than the existing language.

This one is tough. I've lived with this tenant all my career and believe "customer service" is one basic component of this tenant. Understanding the customer service is now being redefined, it is probably time to clarify and change this tenant.

I support these changes but can't agree that it is not part of our core mission as public servants to always try and improve the quality and image of public service.

Something is lost by not referring to friendly and courteous service. Civility is more important now than ever.

Comments:

I disagree with removing the reference to courteous and friendly service. In these times of divisive politics and discord in the public arena, members should commit themselves to friendly and courteous service. and

"Encourage" too wishy-washy. Does that translate to cheerleading from the sidelines? This needs to be an action verb such as "Implement" or something similar.

I think it unfortunate to remove references to quality and image [better word reputation] of public services. This is a key matter in the outlook and assessment of the public.

friendly and courteous service are still important

Add the word "employees" to the end of sentence. Should the word "volunteers" be considered for addition, too? Many local governments now utilize volunteers to perform certain activities in the local government structure.

Instead of "encourage," say "Promote and support"

Recommend last clause not be deleted, consider: "Encourage active engagement and constructive communication between community members and local government, and seek to improve the quality and image of public service."

I like the proposed new language, but not the elimination of the final sentence.

WHAT HAPPENED TO KEEPING COMMUNITY MEMBERS INFORMED AND CONNECTED WITH PEOPLE WHO SERVE IN LOCAL GOVERNMENT.

I think there should continue to be language about providing friendly and courteous service. Active engagement and construction communication are not the same as the type of experience and treatment individuals receive when accessing services. Otherwise I like the revision.

The new language is much better, but it deletes service to the public and exemplifying public service.

Use the word 'among' rather than between. Among all community members and with local government.

I agree with the change, but worry about "active engagement" I see some communities that can't make decisions because they get sidetracked by never ending engagement.

Do you no longer want to improve the image of public service to encourage participation and service?

Comments:

Alt: Actively engage, and encourage constructive communication....

Agree - but encourage specificity on "all" community members (we need our public facing employees to recognize the diversity and differences in the communities we serve.

I prefer the Current Language.

I like the new language, but I also like the part of the old language about seeing to improve the image of public service.

Customer service needs to be added back. Also the call for managers to improve the image of public service needs to be included. Keeping the community informed is different that active engagement and constructive communication and should be left in.

providing service to the public and improving the quality of public service is now irrelevant?

What is "constructive" communication? Too ambiguous.

I don't think the original language has any issues that need fixing. The proposed language strips down the mission in the name of.....what?

I don't know what Constructive Communication is? Sometimes limitations must be set up front and this could cause disagreement even when structured, constructive discourse is followed.

"Active" and "Constructive" are subjective - I would eliminate and I would add "their" before local government.

Encourage ACTIVE ENGAGEMENT AND CONSTRUCTIVE communication between the citizens COMMUNITY MEMBERS and all LEVELS of local government.

Retain all struck language except "citizens" and "officers." Providing effective information is its own goal and is important even for people who choose not to participate in decision-making processes. Critical to maintain service orientation and to promote public service ESPECIALLY as it is under such attack over the last 10-15 years. I do not understand who is proposing that this language be removed.

All local government is too broad

Comments:

Rather than “between,” I suggest “to and from.” There are too many local government officials who believe that telling the community what just happened or, sometimes, what is about to happen, is adequate. It needs to be emphasized that officials must look for ways to encourage the community to become engaged and offer feedback and must actively listen and act on the feedback when warranted.

I think that the proposed language is missing that last piece: Seek to improve the quality and image of public service. If that was added in somehow to the proposed language, I would be ok with the changes.

Small change is I would have "community members and THEIR local government". Otherwise, I think this is a very good change. Moving some of the removed language like "friendly/courteous service to public" & "seek to improve the quality and image of public service" to guidelines may be helpful. "Public service is a noble calling" is one of my favorite quotes from President George H.W. Bush and keeping that idea enshrined in at least a guideline may be helpful.

Vague

Great changes!

The reject the phrase ‘community members’. What is wrong with citizens?

Not in favor of removing the improvement of quality and image of public service

It's all good until the last line. Why are we taking out the part where we seek to be courteous and have a good image of public service?

Why would you EVER take out any mention of friendly and courteous service to the public? You've opened the door to the type of public administrators like we saw invade Washington from 2017-2021 ...

It would be nice to keep some language related to friendly and courteous service.

Should apply to all local government employees and volunteers.

Replace 'Encourage' with 'Ensure meaningful and'

However, I don't like losing “friendly and courteous service”

I see no problem with the existing language. The more convoluted the statement, the less likely it will be understood.

Comments:

The new version is worse. Participatory government is one point of view and ACTIVE engagement is not the desired level of engagement many community members

NOTHING WRONG WITH THE ORIGINAL STATEMENT!

I agree but would also like for this to remain: "seek to improve the quality and image of public service"

We are in the business of PUBLIC SERVICE, not community activism. The deleted language is core to our profession. It would appear that the ICMA no longer cares about the profession, just a social justice agenda.

Again, the original language is better, more comprehensive and with much clearer intent.

I would prefer to keep the word "citizen" in our Code of Ethics rather than "community members". Citizen suggests an active community member whereas Community Member suggests a more passive person.

Again, what is wrong with the current language? How does one peruse "active" and "constructive" communication?

While this is a good approach on paper, it discounts the actual experience and desires of individual communities. One size doesn't always fit all.

Encouraging active engagement and constructive communication doesn't always result in active engagement and constructive communication. We still need to keep the community informed of what we are doing. Perhaps adding language about educating the public as to the importance of engaging local government could be added, to clearly state that this is a two-way street, and the government and public have mutual responsibilities in this area.

I hate this. Both terms Engagement and Constructive are meaningless buzzwords, and Constructive disempowers community members, as does engagement. The word Engagement implies "conversation", not that community members are participating in decision making processes, which I think is ultimately the goal here. I also disagree with the removal of seek to improve the quality and image of public service.

really like the redone version here

I'm not sure how I feel about ENCOURAGE however I'll agree based on intent

The erasure of elected officials in these changes is very concerning.

more direct and to the point

Comments:

No strong feelings either way on this. Disagreed due to opinion that current language is acceptable.

The first sentence in the current version should remain. Very important!

Why remove the second half of the tenet? Again, I would suggest creating a new tenet, rather than hijacking the current ethics. Seeking to improve the quality and image of public service is more important now than ever!

Not sure why we are removing the last statement about improving the quality and image of public service.

I like that it is "CONSTRUCTIVE communication."

I'm agree with the additions. I disagree with the deletions.

Keep it as is.

Not a fan of community members - again wordy...at some point it'll go back to community.

You've completely eliminated friendly and courteous service - what happened to the importance of good customer service to all?

Why not "passive" / "temporary" engagement? People mistake Facebook posts as Active Engagement -- is that really what we want to promote. I thin we should be encouraging slow and deliberative process that allows ever oyne the opportunity to contribute if they choose. Most things (99% of our work) doesn't require or even demand ACTIVE ENGAGEMENT.

Much of our communication is mandated, therefore "encourage" does not come across as accurate. Additionally, I believe the original language goes a step further then the proposed.

Many smaller communities do not have funding to support active engagement if it just happened naturally. Encouragement of this behavior amounts to promotion that is also not affordable without some dedicated funding. It is problematic if the profession takes this stance forcing increased spending that may not be plausible.

I agree but like the language Re friendly and courteous service. Don't like constructive. Government tenant shouldn't lose sight of being customer service oriented

We are to be friendly and helpful as well as professional in our dealings with the public. The proposed revision removes these expectations.

Comments:

in general i don't oppose the revision but some people may feel that active engagement & constructive communication means the Manager should be engaging on Facebook or Twitter or other social media. That I would oppose. Honestly I prefer the previous language.

Educating the public and encouraging participation has always been a major part of my focus as a local government official. However, the "keep the community informed on local government affairs" language should not be stricken but kept in addition to the proposed language. Also, we should never remove language the emphasizes customer service and public image. Keep this language as well.

No need for this change, it doesn't improve the section at all.

Way better

not sure how to define "constructive"

The new phrase lacks a servant nature which underpins public service. I think we also do have a charge to enhance the image of public service in our communities

Current language is better

My only issue here is that social media is not always good/constructive/active engagement

the proposed changes make it only about communication. Any reference to services is proposed to be deleted

Current language better represents what we do and an appropriate scope of work.

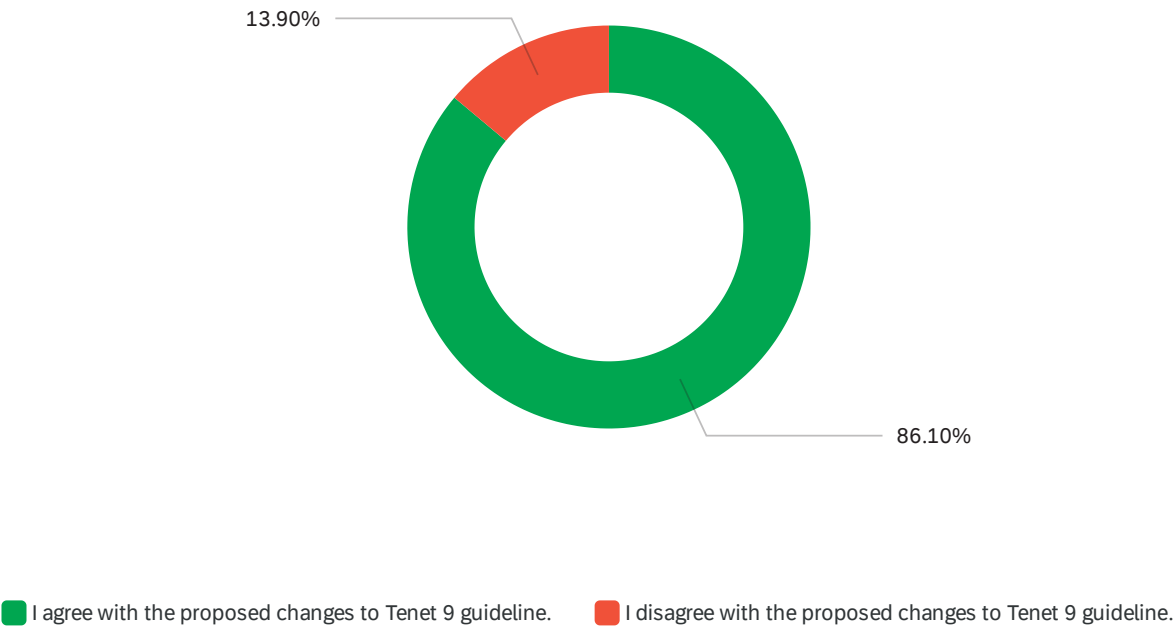
I like the active & constructive language, concerned about not defining type of engagement.

Do you agree or disagree with the proposed changes to the guideline for Tenet 9?

#	Field	Choice Count	
1	I agree with the proposed changes to Tenet 9 guideline.	86.10%	1808
2	I disagree with the proposed changes to Tenet 9 guideline.	13.90%	292

2100

Showing rows 1 - 3 of 3



Comments:

Comments:

I prefer inclusion over engagement. Not sure changes are needed. Again, the new tenant is hard to read/understand.

I think this one could be more concise and easier to follow. Suggestion - Engagement. Members should strive to eliminate barriers to public involvement in decisions, programs, and services so that of their residents are able to actively engage with their local government and participate in the decision-making progress.

I remain concerned about moving away from the term people.

in our community, the elected officials, not the staff, are the decision makers.

this steps on the toes of the elected. This requires that the appointed get out in front of the electeds in advocating to outcomes, programs and services that the electeds may not support. This may put the manager in being in the middle of some issues that may be "political " in nature and can be accused by one side or another of mixing in the electeds purview.

I agree with the proposed change here to one of active engagement, but I do want to comment on the feedback received regarding the concern over using the term "citizen": I think the term "citizen" is being over-scrutined as one of "legal citizenship" whereas the term rather denotes a responsible member of a community. "Community members" as opposed to "citizens" strikes me as losing the element of civic responsibility that I believe is to be promoted and mutually encouraged..

I still believe this is changing the focus of what we as city managers do on a day to day basis. I barely support the change.

Similar to my previous comment, recent trends in the County show that greater involvement by an energized citizenry with limited facts or agendas can be detrimental to local governments (anti mask, anti vax, changing school curriculum, etc).

take ot witin their community is superfluous. again take out members. this is not a club

From first blush, being ABLE to engage is a standard that would seem to carry with the impossible. If it is not possible to assure something, you have then created standards that cannot be met.

Suggests action

I disagree with this guideline. It should remain in Tenet 4 and keep the title of "inclusion".

Comments:

The founding principles of the country was not by democratic principles but rather by Republic principles. The engagement of individuals in government is through the election process and hold the elected officials accountable of their decisions. Yes include the public in the feedback provided prior to a decision being made but not in the actual decision rendered by elected officials in a Republic setting!

Difference with no distinction.

In most of the communities I have served, the elected officials would see such actions by the manager as an attempt to undermine their political will and authority.

Change "are able" to "are given the opportunity."

I do have an issue with "promote" Define it? Also, decision making process wording could be a little misleading and there is a lot more to gov't then just that. I like the old wording of active engagement in governance better.

No need to keep 'within their jurisdiction' Members of a community can be within or without a given jurisdiction. In fact, engagement and inclusion requires working with those up stream and down stream of our city limits to ensure effective inclusion and governance

Again, good change.

While I agree it seems to me that there are many managerial and ministerial functions that don't require public participation. Is that clearly understood or defined in the code and by membership?y the membership?

the term "inclusive" is importment....maybe consider "Inclusive engagement" as start of paragraph

I generally agree; however a bit of language and punctuation change could improve word usage and clarify meaning.

Once again, no significant difference

Again, leave things alone. Going woke will destroy the organization.

I am fine with the term "community". However, the concern expressed about the term "citizens" is puzzling to me. As administrators, shouldn't we be proponents of the public following the law, that we are hired to administer, rather than appear to condone illegal status? Aren't person's engaged in illegal activity forfeiting their rights to vote and be engaged in the same way that legal citizens have a right to?

Ensuring all members of the community are able to engage is an impossible ideal.

Comments:

I agree with this, even while disagreeing with any change to tenant 4

Since I voted elsewhere against the change in the other tenet, it would not make sense to support this tenet..

This guideline revision seems to be lessening the role of the governing body as well. The actual decision making process is the vote of the governing body. Are we as ICMA moving forward with a desire to remove the governing body as the decision makers. The public involvement should be in the consideration of issues and policies not in actually making the decision.

I support the concept in striving to provide opportunity for all members to be active, remove barriers, and be involved. If community members opt not to be involved in local government, I still feel that we can provide that they are able to do such if they chose to do so.

Again, this sounds like public administrators engaging in political organizing. Promoting active involvement should be left to the politicians. We should not be making decisions about promoting active involvement: which decisions, what actions, who should be involved?

This statement does not read well. It appears that we are trying to limit each guideline to one sentence, and that does not work here. How about: "Members should strive to ensure that all members of the community within their jurisdiction are able to actively engage with their local government. Members should strive to eliminate barriers to public involvement in decisions, programs, and services. Members should ENCOURAGE active involvement of community members in the decision making process.

I disagree with the word ABLE, maybe have the option or opportunity to actively engage

It says the same thing just differently

This Tenet is too "loose" - especially when referring to "decisions" and the "decision-making process". For example - best not to involve community in "deciding" what ERP software the city should use, which City Manager candidate (from a pre-selected, qualified pool) should be chosen, etc. Also, if we allow community to be involved in each and every "decision" - the government can not function (smoothly). I understand this is, obviously, not the intent of this Tenet and so, was wondering if this needs to be more clarified? Having said this - I'm not sure how exactly to accomplish this distinguishment (between decisions to allow and not).

This guideline should remain in Tenet 4.

Having worked in communities that run 24/7 the standard moves to the absurd. The tenet places a huge financial and staffing burden on local agencies. To be effective Council decision making process would be extended and all most no decision could be made at a single meeting.

Comments:

I am okay with the existing language, but do not object to the proposed language.

I agree with using "Community" because that includes citizens, residents, businesses, visitors, etc.

Again, I agree with the concept of the change but not sure what "The Decision-Making Process" means. Some administrative decisions have little if any public process

Job of elected to promote.

I agree with this in theory and concept, which is why I agree. Yet, I think this opens up the potential for more extremism. While the intent is to open up government to the oppressed who feel like they don't have voice, you're also inviting "Proud Boys" and other entities into the decision-making process.

What is the member's responsibility vis a vis the elected officials?

I still think you should use the work inclusion

Sadly a perfect example of a run-on sentence

Generally, I do not see how the new language improves on the old language. I have no concerns with changing the name of the tenet from Inclusion to Engagement.

Would like to see the use of "community members" amended to "citizenry."

"should strive" is passive. Members should ensure inclusion by making engagement accessible.

I do not agree with the "community member" term

You can lead a horse to water....

Yes, although it's like a big run on sentence.

Sounds redundant; perhaps say, "Members should strive to ensure that all COMMUNITY MEMBERS... (remove the "within their jurisdiction" part as was done before). I like the word SUPPORT more than "promote" (similar to other recommendation to use "support" instead of "encourage").

Comments:

It is fine the way it is originally written. I do not feel that City/County Manager should be in the role of being a Community Activist. What will happen once a City/County Manager does this and the Citizens come in opposed to what the Board is trying to do?

Well done!

the word "decisions" is used twice in the same sentence. OR delete the new text "and to promote" and replace with "by promoting"

I believe the use of "Members" to represent distinct and different groups is confusing. Instead, I suggest "residents", where applicable.

I dont think you can have active engagement in every decision making orocess

Why would we not want engagement to be as inclusive as possible?

Please define or replace "community members" I think you mean residents. Drop "their" local government

Still disagree with the term community members - because I've worked in jurisdictions where participants are not members of the community - they are visitors or other outside interests or former members of the community.

None

I don't disagree with the idea of this, but the language seems incorrect. If this was originally about the idea of inclusion, which we are changing to engagement, we are then saying "...strive to ensure....are able...". It seems there are MANY ways that a community member might "NOT BE ABLE" to engage.

I suggest changing "ARE ABLE" to actively engage ... Maybe "HAVE OPPORTUNITIES" to actively engage... I like the other changes proposed to tenet 9.

A members ability to do so may be limited by the resources provided to them by the elected governing body.

Please consider " and promote active involvement with the government." "Decision-making process" has different connotations for people and could cause confusion.

Comments:

Members should PROMOTE ACTIVE INVOLVEMENT OF community members IN THE DECISION-MAKING PROCESS, strive to eliminate barriers to public involvement in decisions, programs, and services in order to ensure that all members of the community within their jurisdiction ARE ABLE have the ability to actively engage with their local government, to eliminate barriers to public involvement in decisions, programs, and services, AND TO PROMOTE ACTIVE INVOLVEMENT OF community members IN THE DECISION-MAKING PROCESS. encourage active engagement in governance.

Again. limiting it to "community members" vs everyone that touches/is affected by/visits/reads about/etc the community.

the word citizens in this context is perfectly fine and proper.

I think it important to note that businesses are part of the community. Not necessarily in this tenet but in general.

See explanation to Tenet 9 response.

Too wordy

This change clearly suggests that if a group of community members want to be involved in management decisions. ICMA needs to be resisting the politicization of management not encouraging it.

whether we like it or not just because someone is a member of the community does not entitle them to the same rights and privileges granted to citizens

Using both "community" and "jurisdiction" in first phrase is redundant.

Being "able" or "have the ability" to engage is insufficient. The "decision making process" is dynamic and varies based on

ARE ABLE should be replaced with ARE ENCOURAGED

Begrudgingly. Members simply cannot guarantee all community members "are able" to do anything. I would prefer language such as "provided opportunity" or something similar. Also, "the decision-making process" is a very broad phrase. Does it include day-to-day decisions of management and front-line workers. I would not think so. I believe that "encourage active engagement in governance" is the best phrase.

I believe it would be a violation to actively solicit the public to potentially oppose the will of the elected officials

Comments:

that's outstanding.

As Managers/Administrators, our job is to manage/administrate. Electeds should be promoting engagement.

While I appreciate the intent, I think the end of the last sentence could be revised to read "... of all members of the community ..."

Again community is ambiguous. Out of my control.

I'm not comfortable with the final wording regarding "the decision-making process", which is different than "the process of governance". We do not have a direct democracy with the majority of people showing up at a meeting getting their way. Sharing ideas and concerns is part of the governance process, leaving the final decision to the elected representatives. If the majority of people disagree with the majority of decisions made, they should replace the representative.

I am fine with the changes except the word active which implies a level of engagement that is more aspirational than ethical in practice.

I prefer "have the ability" instead of the first proposed change. I'm fine with second proposed change.

Nice.

Redundant

I only disagree because of the ambiguity caused by the run-on list. It could be read that members should do everything within the list, or that members of the community should do everything within the list. I think the former is intended. Again, I'd rewrite something like: "Members should strive to ensure that all individuals and businesses within their community are able to actively engage with their local government. Members should eliminate barriers to public involvement in decisions, programs, and services; and they should promote active involvement of community members in the decision-making process."

I'm fine with the changes, but frankly believe it could be better written.

Who the representative democracy elected officials should decide to include as part of the community is dictated by those elected and we should make it clear we are not dictating their defy of community

I don't like the word "promote" active involvement. Encourage is more fitting for public administrators.

Comments:

I think calling out inclusion is important and I think removing that specific language and using community engagement misses the mark.

Keep original

accommodating all persons above the required publications messaging is unattainable. in person online and written involvement meets the current need. I agree with promoting involvement in the decision making process.

Should apply to those wanting to engage

How to you ensure that some one is "able"?

The idea of promote active involvement is a nice idea, but I think more clarity is needed here - since this does not always lead to better governance and outcomes. For example, consistent proactive communications and engagement vs just active involvement on Council action items

I think the "are able" vs "have the ability" is too prescriptive.

Good

Concerned the guidelines will be misinterpreted to support political activity

agree that the term "citizen" is not appropriate with respect to local government actions. Community is a much better term.

There needs to be an exclusion of emergency decisions , eg, Covid 19 guidelines.

Seems too broad

Again, I agree but the word "active" seems unnecessary.

Too wordy

Well said!

The existing structure and language already supports the desired outcome.

Comments:

Delete half of the last sentence after the comma because it may not be ethical for a member "to promote active involvement of community members." A member may be cross into partisan politics.

This language is decent but not great. As ICMA and the board know, most residents don't get involved until they think they have a personal stake in a decision - like a zoning matter, a traffic stop, affordable housing, increase cost of water service, etc. How will ICMA and Members address the typical scenario where a builder proposes long-term affordable housing or a place for those in drug treatment - but the neighbors come out against, and the elected officials turn down the proposal - even if staff supported it? Also, how will ICMA and the Board address situations where elected officials and community members reject a series of independent facts about a proposal or incident?

I like the changes until the last part, but think "active involvement of community members in the decision-making process" goes too far, meaning that I'm concerned with how this wording would be interpreted.

I agree with this change. The word inclusion automatically creates a divide and engagement is much more expansive to include groups whom we may personally disagree with and inviting them into the decision making process.

It's fine as a guideline.

I agree with the changes, but consider that not everyone has the equal ability to participate due to personal resources. Therefore the professional assessment of managers should also be considered as a counter to those with the means to participate.

I like the intent, but "promote active involvement" is too subjective.

Promotion is too strong of a word

I am not sure of the intent in regards to how people who do not have citizenship is defined. If this is referencing people who are in the country illegally, then this tenant could require a member to choose between breaking a local, state, and/or federal law versus breaking the code of ethics. There is too much ambiguity in this statement.

Concerned for "AND TO PROMOTE ACTIVE INVOLVEMENT OF" line.

I support the current language if the tenant

None

I agree with the concept but think this could be improved. The goal here is universal access AND representation. See previous comment on the spectrum of engagement and definitions.

Comments:

It is nearly impossible to make sure all individuals are able to do something as that can be a matter of debate. Having the ability is preferred.

Centering citizen active involvement in the decision-making process usurps the democratically-elected official's decision-maker role. Further, the proposed language appears to up-end the well-supported IAP2 Spectrum of Public Participation by exclusively promoting the Spectrum's far-right "Empower" level of participation that places final decision-making power in the hands of the public. Again, wanting to have active participation by residents is the right aspirational goal. Benchmarking local government success on how well they can complicate residents' modern life demands by expecting them to make time for decision-making that they elected a fellow resident to do is unfair to residents, and potentially discriminatory to those who don't have time to access the privilege of active participation.

How would a member know if 'Members... ARE Able ? Reads like a run-on sentence that could benefit from the uses of : colons and ; semi colons.

I would strike the words "within their jurisdiction." Community has a much broader sense than just the boundaries of the locality. Many community members have allegiances and interests across local government boundaries, considering their "community" to not be limited by those boundaries. A resident lives in a particular place and may have certain service expectations and responsibilities as a result of that location decision. A community member seems to be less tied to a specific jurisdictional location.

The first clause is clunky, with members being used twice in reference to two different types of members.

Many people do not have the time, resources, or interest to be "actively engaged" with this government stuff we find so fascinating. We need to be aware of their needs and interests whether they are actively engaged.

It's a representative democracy. Decisions should be made by the board.

Remember - promoting does not mean accomplishing.....electeds make many of these decisions.

Same as before, remove the words "actively" and ACTIVE

This seems counter to the ideals of representative government and respecting the role that the elected representatives play in making those decisions.

I vehemently disagree that we are to "promote active involvement". Unfortunately, we are already dominated at the local level by those that want to get actively involved and this often allows for disparate treatment of those that are actively involved. In my opinion, we should not be "ginning up" involvement.

What does, "are able," mean?

Comments:

Disagree with "community" inclusiveness to those who are not willing to live by the current laws everyone else has chosen to obey the law.

I may be mistaken about this, but it seems to me that being included in something is more significant than being engaged. It seems to me that being inclusive says we value you, hence the reason you are included. Engagement suggests to me a process where we simply involve others. So, rather than trading inclusion for engagement, why not talk about inclusive engagement?

should read "opportunity" and not "ability".

I disagree with the "AND TO PROMOTE ACTIVE INVOLVEMENT OF community members IN THE DECISION-MAKING PROCESS". I don't believe that is the role of the Manager. Elected officials are voted by the people to carry out policy decisions and effort by a manager to "promote active involvement" in the decision making process gives an appearance of political activity.

If we are trying to emphasize "Inclusion", why change the name to ENGAGEMENT. Is the word engagement some code name? We already had inclusion covered in a simple manner. The entire proposals are confusing and unnecessary

I like the focus on engagement, but I would make sure the term "inclusion" wasn't added to satisfy DEI requirements.

"within their jurisdiction" should be removed. Those that are affected by the decisions and actions of local government should be engaged. Not simply those within the jurisdiction.

To include communicating with the community in all the major languages spoken in the city.

Why do we need to promote active involvement in the decision making process? The governing body is the entity charged with making decisions.

I like the term "inclusion." Could this be entitled, "Engagement and inclusion"?

What will be done to make others able while being fair and how/what barriers will be moved for some but not for all,?

I'm not sure what promoting "active involvement... in the decision-making process" entails in a republican form of government with elected policymakers and professional administrators. This looks like it is more appropriate in an elected officials' code of ethics. People are elected to make decisions for constituents, and if public administrators promote constituents to actively involve themselves in those same decisions, are they generating difficulty for the electeds or even opposition to the elected policymakers decisions?

Comments:

Similar to my last comment. While I think it is critical for Managers to ensure that members of the community have the 'ability' to interact, some Governing Bodies simply do not want their Managers being "Active" promotes like this contemplates.

I really like this change.

Only addition is potentially looking beyond just one's on community members (visitors, neighbors, etc)

I disagree with "are able" and "have the ability," because we can't control either one. We can make engagement opportunities available, assess those and improve upon them, but we cannot control this.

This is an example a professional practice which has ethical nexus worthy of being a focus and benefits DEI. .

Inclusion is a very understood term, whereas engagement can be trendy and infers one direction obligation to me.

Acceptable and again redundant. This survey is starting to be a waste of time. Perhaps the ICMA has too much time on its hands.

I agree. The word "promote" is the key. This is one of the most difficult to put into practice based upon my experience.

"Members should strive ..." - for how long is "striving" acceptable? "Should"? Does that mean "don't have to"? Again, too many loopholes in this language. All of the proposed changes need to clearly define expectations that are measurable. Otherwise, how are people held accountable?

See the reason I gave for tenet 9 above.

I am unsure about the change of the word inclusion to engagement. Inclusion is the word I see used more frequently used. Just to "engage" someone is not to necessarily "include" them.

Remove "should"

"... within their jurisdiction ..." is not needed

Very strongly agree

"Are able" is too broad and could mean providing transportation to meetings and insuring internet access.

Comments:

Excellent

USE OF LANGUAGE SUCH AS "STRIVE TO INSURE" AND "PROMOTE" ARE CONSISTENT WITH THE ETHICAL RESPONSIBILITY TO CREATE THE OPPORTUNITIES.

Possible to go further beyond inclusion/involvement in decision-making to include problem-identification as well?

I believe this section is too broadly written: "strive to ensure that all members of the community within their jurisdiction ARE ABLE to actively engage." What does this look like in practice? I worry it sets a bar that is ambitious, but maybe ambitious to the point of setting an unrealistic expectation that is very difficult to attain. I watch our director of communications diligently try to meet this very high bar every day in a city with 55 different languages spoken, many with no trained interpreters available locally. It causes him extraordinary stress to feel like he is constantly failing in engagement and communications.

This is better language, but inclusiveness of both groups and individual members is left out. It indicates that barriers are to be removed in a variety of areas, but active involvement seems repetitive with active engagement is limited only to decisions at the end of the process.

The US is a representative Republic where voters select those elected officials who make decisions.

Grammar-wise, use of the word members twice within a few words sounds somewhat repetitive, though I am not able to propose a better word since both are used so frequently throughout existing tenets.

Nice!

Don't start the sentence after Engagement with "Members" maybe local government officials and staff.....

Just because community members "are able" to engage doesn't mean that they have the opportunity to. Recommend changing emphasis from ability to opportunity.

Decision-informing process would be better. Elected leaders make the decisions. This new statement confuses the public's role.

Citizens elect representatives. They communicate with those representatives. Elected officials make policy decisions

This wordsmithing is unnecessary.

Where does representative democracy end and mob rule begin? Just a comment.

Comments:

Grammar needs to be fixed: first part refers to members' responsibility and community members' ability, which makes it confusing whose responsibility it is for the remaining items.

"are able" is subjective; suggest instead"community within their jurisdiction have access to tools to (eliminate active) engage... delete PROMOTE ACTIVE INVOLVEMENT and replace with PROMOTE PARTICIPATION of community members in the POLICY-making process

All activity should not be limited to decision making

There are times when projects have impacts beyond the corporate limits of the officials' organization. By limiting engagement "within their jurisdiction" it means that residents of adjacent and other affected jurisdictions could be discouraged from engaging. When a city proposes to widen a road at the edges of its boundary, or when a jurisdiction decides to remove itself from an automatic or mutual aid police or fire system within a region, communities outside the jurisdiction need to be encouraged to weigh in or their impacts could be minimized.

This language should remain in Tenet 4.

I agree with this change. I think somewhere in the code "Inclusion" should actively be called out. In some situations, organizations/communities can have diversity, but if those diverse people are not included or welcome, then diversity as a strength is robbed of its full potential. The extra "inclusion" portion doesn't have to be long.

Again, this is attempting to dictate outcomes. People should be given the opportunity to participate, be invited to engage, etc., but we cannot force people to engage--nor should we try. We should be promoting opportunities to engage, not attempting to dictate outcomes.

This is not a well formatted sentence. I think we should look into rephrasing to avoid passive voice and duplicative words with different meanings (i.e. "member and member"). Suggestion: "Provide meaningful opportunities for community members to actively engage with their local government. Promote active involvement of community members in the decision-making process by eliminating barriers to public engagement in participation, programs, and services.

Do not citizens have a responsibility to be engaged and informed?

Ok, so I get why 'citizens' appears problematic give yourself narrow definition. I do not have US citizenship but that does NOT mean I am a citizen in its widest definition. I suggest 'people' the term 'community member', it appears rather clumsy and forced

Verbiage is fine. Seems like #9 and #4 really can be combined. Engagement really is in the best interest of the people.

Comments:

Very important change! The language is clear, strong and direct.

Delete "within their jurisdiction"

I like it

The City Council members are the decision makers on policy. The public should be free to comment on policy during the deliberations of the elected officials.

I don't really like either. There is a presupposition on active; similarly it reduces the importance of elected officials and republican forms of government (little r), which the profession should not take such a stance on.

THE FOUNDING FATHERS WOULD ALSO DISAGREE! Citizenship was desired and is still required to vote so why should we disregard its importance in our language and promotion; or do you wish to deny the constitution of the USA as well?

Use the word shall instead of should. There need not be concern over using the word citizen. We should be upholding and promoting the law. We can not serve our purpose if we allow illegal activity, including illegal immigration, to occur and perpetuate in our communities.

I have always understood citizen, persons or whatever language used to include everyone who seeks or needs services - not just residents.

I don't believe citizens should always be involved in the decision making process. They certainly should have ample opportunities to provide input and feedback but elected officials make decisions. I believe this proposed language weakens the position of elected officials.

I have always believed in community engagement

Making sure that all members of the community "are able" can be a burdensome cost to smaller governments - multiple languages, multiple methods of communicating, accessing facilities, etc.

If I were to "not eliminate" a barrier to public involvement in the decision making process what would happen? Say that I was the administrator and my council made a quasi judicial decision, and I follow the 14th and 15th amendments and we have a good hearing that works as intended, and a community member makes a complaint that I didn't "involve" them enough in the decision, would I be breaking this Tenet?

Neither agree nor disagree.

Comments:

straightforward and comprehensive

What are we doing here? My goodness. The specific language in these things has ZERO impact on my ability to be a good local government manager. Help me with that. Please. That's why I am a member of this organization.

The proposed language is misleading because it implies that community members will all be involved in every decision; they will not. The old language is more accurate as regards what we do.

Thus stuff is for community activists , not professional administrators. Perhaps we should recommend the membership forgo MPAs and just get MSWs.

A little close to direct democracy (decision-making process) - we have elected officials that make the decision, but I get the intent.

Again- it comes down to enforcement. How will you eliminate barriers to everyone in your jurisdiction?

Same as my other comments -- TOO CUTE. We need about half the words.

promoting active involvement is a cost item that is a function of the individual communities. Professional managers taking a stance to PROMOTE this type of spending is therefore not a neutral stance and should be avoided.

Community member needs to be defined.

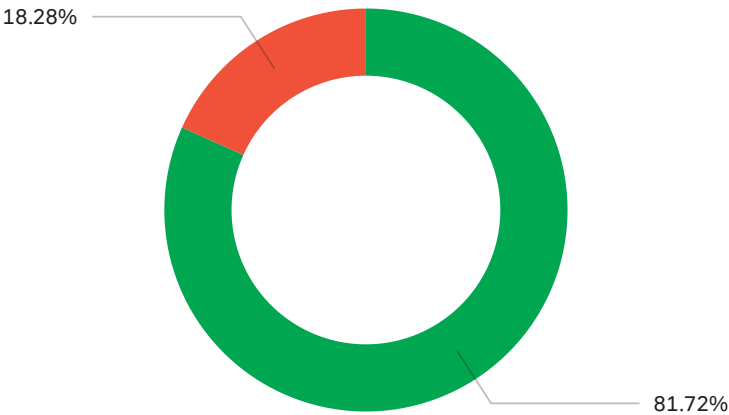
You can lead a horse to water but you can't make the horse drink. I don't know how we make sure everyone is "able" to engage. I think we should empower people to engage.

Do you agree or disagree with the proposed changes to Tenet 11?

#	Field	Choice Count	
1	I agree with the proposed changes to the language of Tenet 11.	81.72%	1712
2	I disagree with the proposed changes to the language of Tenet 11.	18.28%	383

2095

Showing rows 1 - 3 of 3



■ I agree with the proposed changes to the language of Tenet 11. ■ I disagree with the proposed changes to the language of Tenet 11.

Comments:

Comments:

Offer: MANAGE all matters of personnel in a consistent and transparent manner that demonstrates that fairness and impartiality govern a member's decisions.

Don't believe changes are needed. The Current language reads fine. Proposed language waters it down.

The best qualified person should be hired based on past performance and accomplishments.

Proposal too broad.

Providing a basis for managing personnel is important as 'fairness' and 'impartiality' are very subjective and need a grounding point. Perhaps 'on the basis of evidence-based performance'. Removing the focus on appointments, etc. is fine.

nothing needs to be changed with current language...gives the manager the discretion based on merit , fairness and impartiality to manage personnel issues.

The elimination of "basis of merit" is concerning. I would be concerned about losing the specificity of appointment, pay adjustments, etc were these not picked up in the guideline following.

I agree with replacing "handle" with "manage" but would retain the specific types of decisions as an example--"...a member's decisions regarding matters such as appointments, pay adjustments...."

It is interesting today that "merit" is considered discriminatory and has a negative effect on equity. Merit and impartiality are fine, but why delete merit?

I would substitute "human resources" for "personnel".

I think it would be beneficial to add in considerations of equity (e.g., affirmative action)

I don't like the removal of "on the basis of merit" from the tenet. Otherwise this change is fine.

Retain current language. Also, the concept of merit is central good governance and responsible personnel administration.

Comments:

Mange all personnel maters so that so that fairness governs a members decisions regarding all personnel decisions including, but not limited to,appointments, promotions, pay adjustments, training oppertunites, and discipline.sne, promotions,

I oppose eliminating "on the basis of merit" from the tenet.

Matter of personnel should be based on merit so I disagree with taking that out.

I agree with the proposed language but think that employee performance should be part of fairness and impartiality.

not good enough, keep current language

I disagree with some of the language that is proposed. The word “manage” is a good addition. However, the rest should remain. The reason for a professionally managed city is to first have the “merits” or credentials for the position and all personnel decisions not be based on favors or favoritism. This Tenet should remain unchanged with the specifics of the employment language (appointments, pay adjustments, promotions and discipline).

merit should be addressed in the guidelines

merit needs to matter

Merit should should be included

Language is ok. Additional guidance is needed.

Merit should always be encouraged and not removed. Once you remove merit you remove incentive to perform.

I like the new language, but disagree with removing the standard of merit. Merit is the only way to properly discriminate between qualified candidates in an objective and non-prejudicial basis.

Perhaps I'm too old school — plus retired. I like the current language.

The original language (ok, change handle to MANAGE) is fine in my assessment.

prefer current langage....examples are helpful

Judging by the basis of merit is equal

Comments:

At least this one seems sensible.

I feel that some language regarding merit should remain in Tenet 11

Merit has measurable metrics specific standards to benchmark vs fairness which is vague and open to wildly different interpretations that are not rooted in measurable metrics. possibly leading to a very politically charged circumstantial set of criteria leaving the member at the whim of activists who demand an outcome no matter the means to achieve it. increased litigation and polarized politics may be a foreseeable unintended outcome. How will this increase trust from general public and elected officials.

I disagree strongly on the elimination of the "on the basis of merit" language

I disagree with the removal of the merit reference, which is fundamental to council-manager government.

Frankly i dont see how its substantially better, jusst slightly different words

Keeping the word "merit" in the tenet is important. Council-manager government was founded on merit principles, rather than patronage.

excellent change

Doing away with merit removes the incentive to strive for excellence within an organization. This is not acceptable.

"Merit" can be used to promote those with power and overlook those without power.

A change long overdue. The concept of "merit" is often subjectively derived and misused. This does not mean "fairness" will not be misunderstood or mis applied,

no change, different words

I agree with the proposed changes. The equal opportunity guideline already mentions that matters "pertaining to appointments, pay adjustments, promotions, and discipline." Therefore they should be removed from Tenet 11.

I like the current language

If we have to define 'merit' then we have already failed (merit meets or exceeds the ideal of fairness and impartiality - in our current climate being impartial is becoming impossible give the definitions that began this survey

Comments:

Once again, I do not have a problem with the old language, but do not object to the proposed.

I believe that the last portion of the sentence should remain. (pertaining to appointments, pay adjustments, promotions, and discipline.)

Who decides what is "fair"? "Merit" seems less suggestive.

I like the proposition to change manage and remove the pertaining language (as it applies to more than just those four things), but wish there was more context or information included about removing "on the basis of merit."

I agree with changing the words "Handle" to "Manage" but would not strike the remaining language

Merit trumps all.

I'm not entirely clear why "on the basis of merit" was removed but agree that fairness should be a priority.

Why are we striking the reference to merit?

I agree with the intent of the changes but it needs to be edited. Ensure all personnel decisions are fair and impartial. Keep it simple!

I really dislike removing the "on the basis of merit" phrase.

I like the spirit of this - would recommend a small change to make the language more active: "Manage all personnel matters" as opposed to "Manage all matters of personnel".

Basis of merit should stay. If there are jurisdictions lacking diversity at the top, perhaps they should work on development of everyone and choose those that are most capable. I can't envision a city running better when people are picked solely on diversity and not on how well they run a city.

What are the directives to ensure fairness? Merit and fairness are difficult to qualify... as merit and fairness are in the eyes of the beholder. Equity does not always seem fair or merit driven by those with privilege. I want more here.

I think it would be important to add something that references equity here, but I am not sure the best way to make that fit...

merit should be part of the language

Comments:

Proposed language deletes "merit" and does not include examples of decision types. "Manage" is better than "Handle" for the first word.

Change handle to manage

Why take merit out? Use that along with fairness and impartiality--

I agree with the first change, the other changes remove specificity.

PERSONNEL MATTERS. "Fairness" is a subjective term. Consistency is a more worthy pursuit.

I think "merit" should still be included.

I'd leave in "on the basis of merit".

Simpler and clearer.

I would offer instead: "Manage all matters of personnel so that impartiality and the best interests of the organization govern a member's decision".

I disagree with the proposed language about "fairness" and "impartiality", I believe these are subjective terms. Guidelines may help clarify these terms.

Leave it alone. Removing the reference to merit, which has traditionally dealt with experience, education, and credentials, has been a specific hallmark of the code. Removing it weakens this emphasis.

Leave as is

Don't love removing the word "merit" but I can live with this

I strongly disagree with the elimination of merit from the tenet.

Not everyone has this authority. Overreach.

No sure that I support the complete removal of merit from the statement. Can merit be retained with the addition of fairness and impartiality?

Comments:

Manage should be replaced with "address"

So - merit is no longer a criteria in decisions? What is the foundation for fairness and impartiality?

I agree but have no problem including the concept of merit in the new language. I believe something like that or similar should remain.

Are we losing the specificity of appointments, pay adjustments and promotions?

I do not agree with the removal of "on the basis of merit"

I am ok with all of the proposed language except for the word "MANAGE". The original word "Handle" is better. Using "Manage" here comes across to me as being heavyhanded.

I like "manage" replacing "handle". I do not see an issue with the specificity of the original language.

Merit should still be a part of the wording

This is going further down the road of making the city manager a political creature rather than an impartial executive.

MANAGE all personnel matters with fairness and impartiality govern a member's decisions.

All personal issues should be decided based on Merit, yet you want to remove the concept.. I disagree

Removing "merit" ignores a critical element of success and achievement.

Current Tenet 11 does not allow for member's to make the changes ICMA has talked about for years. This is a necessary change as "merit" eliminates the minorities who have yet to have the desired experience.

I agree with the use of the word "Manage" over handle.

I like the current language if we could add - on the basis of merit "and equity"

Introduces a lack of clarity around personnel matters

Disagree with the removal of "based on merit"

Comments:

I vehemently disagree with eliminating merit-based systems.

Personnel is a place where diversity, equity, inclusion and accessibility can be influenced. Not that we shouldn't be either fair or impartial, both read like the status quo of "equality" - not "equity"

I disagree with removal of "on the basis of merit".

A very wise city council member, who was black, once told me that he wanted to see more persons of color in the organization. I agreed. He then told me that the individuals must be qualified for the position! He then added, that if the individual is not qualified for the position, the result does not meet the goal. In fact, he said, it sets the goal back.

New verbiage is okay, but I would leave merit. Decisions based on an employee's merit, (or progress, or achievements) is impartial and fair when building a successful team.

I think the current language is stronger.

There are nuances in Vermont with the manager and administrator roles and authority for employees - handle is more broadly representative. The remainder is fine and I agree.

Leave as is. Excluding "merit" as a standard is a serious mistake.

I cannot understand why merit is tone eliminated.

Why not "LEAD AND MANAGE". Manage confines focus to processes. Lead brings in the "human" element in these matters.

Too weak, too vague, and removes the critical aspect of "on the basis of merit".

I don't understand how this existing language limits the ability to hire for diversity in higher level positions. I object to the removal of "on the basis of merit" as it is central to how we should be operating as administrators in local government. We can have a conversation about what merit looks like and how it is defined, but don't remove the language. Why remove the specifics about hiring and promotions and discipline?

I believe strongly in DEI efforts, but I have seen promotions of people without regard to merit, and it felt unjust.

Comments:

If this tenet were referring to disciplinary matters or policy decisions affecting personnel, I would agree with the basic language. However, the preface states the intent is toward hiring practices, and if that is the intent, the I disagree with the proposed language. It is imperative we hire the right person for the right job, without bias, to ensure the job is done well for the purpose of maintaining the trust of the public. I want to see "...on the basis of merit..." included in the proposed language to ensure people are hired who are truly qualified to perform the work asked of them.

I agree with manage as opposed to handle matters...

Add manage and so forth, however, we should keep the previous language related to the specific areas - appointments, pay, etc. It gives definition to the tenet.

I think it's important to keep "on the basis of merit" in the statement

I struggle with the elimination of the phrase "on the basis of merit"

removing the specificity of "pertaining to appointments, pay adjustments, promotions, and discipline" seems to take some of the measurable/concrete elements of this out of the tenet. Makes it harder to quantify if it is just "decisions" without any specifics.

I have no objection to the general purpose of this proposal, but the concept of "merit", especially in appointments and promotions, needs to be included somewhere. Managers are constantly being asked to handle personnel matters on a political or nepotism basis, and we must strive to keep those influences out of public employment decisions.

I think merit should always be the driving factor in personnel decisions and is what assures fairness and impartiality with respect to appointments, pay adjustments, promotions. One can argue that "merit" is too subjective, but not using merit as a criteria opens the door to claims of favoritism, and cronyism which is something our profession has long sought to overcome in government.

So we no longer value merit appointment. Whenever I gave unbiased analysis, but promoted or hired on merit, my workforce mirrored my candidate pool. If we really want to address diversity at senior positions we should support giving equal opportunity for education, training, and experience such that candidates can effectively compete for promotion.

Lack of specificity waters down the intent

ICMA has lost its way... Is a return to the spoils system next?

Current language is just fine. The suggested changes are too vague, what is fair to one is not fair to another. And I can tell you that no-one I have fired thought they were being treated "fair"

Comments:

Decide matters of personnel on the basis of fairness, impartiality and the needs of the community.

I support the proposed changes, but I do not understand how the proposed changes accomplish the stated goal.

I feel like this tenet is more vague when you take out the boundaries regarding personnel. i feel like written the proposed way makes personnel matters more subjective.

Strongly disagree with this revision. We are moving away from merit and toward a slippery slope. Not sure where ICMA is headed on this one, but this is vague. I do not feel we should be moving away from a merit-based profession.

I agree with removing the example as all things should be fair and impartial

Manage all matters of personnel so that fairness, impartiality, and compliance with applicable laws and regulations, govern a member's decisions. "The EEOC Uniform Guidelines for Employee Selection also prevail."

While I agree with the concept, the removal of specific issues increases the importance of the term "impartiality". This can be construed as conflicting with equity and inclusion.

It's worth retaining specific referenes to appointments, pay adjustments, promotions, and discipline. To drop these is to submerge ongoing challenges in public life.

I feel removing merit is unnecessary and presumes someone who might be promoted on the basis of diversity lacks merit.

I would rephrase it to state LEAD AND MANAGE PERSONNEL MATTERS SO THAT FAIRNESS AND IMPARTIALITY GOVERN A MEMBER'S DECISIONS.

maybe use objectivity instead of fairness

Why would we eliminate merit ?

What does manage even mean? It seems that we moved away from a very clear statement to one that is ambiguous.

Comments:

This change feels very fraught with challenges and is probably a repeat of past tenets seen here with the exception of the word "personnel". Striking the word "merit" is very concerning; I like to point to this tenet a lot when saying that those I promote merit promotions. I have promoted many diverse candidates to better paying and more responsive positions but they were all merited. I cannot support any staffing tenet which does not cursorily mention merit as a considering factor.

I agree with all of the changes except removing the concept of merit - the merit principle of employment does present some tensions when addressing questions of fairness and equity, but those tensions are useful and should be struggled with - not ignored.

I do not see how the proposed change addresses the concern enumerated. Existing language is sufficient.

Straight forward tenet text. Good.

Isn't "merit" a fair way to address hiring, promotions, etc.? Impartiality must be based on merit.

I strongly disagree with the removal of "basis of merit". Merit is the measure from which fairness is judged. Removal of the measure (and not replacing the measure) opens the definition of fairness to a much larger scope, it is tempered by impartiality but I as I read these updates, it does not seem like professional impartiality is highly regarded.

This is a significant and appropriate revision to this tenet.

I believe there should be more included on the obligation to ensure an inclusive workplace for all employees - to me, it's about so much more than just the personnel actions.

This will force managers to make personnel decisions not on qualifications and merit, but rather a political agenda.

These are performance issues and should be merit based.

stating the ethical obligations toward appointments, pay, promotion and discipline are crucial to managers adhering to this tenet

To me it still means I should manage personnel on the basis of merit.

Specifying/qualifying types of decisions by providing examples is important here - or change language to "...and impartiality govern a member's decisions in the execution of all of their duties." or something to that effect.

Comments:

Disagree strongly. Merit is important.

Merit is more objective than fairness. What is the definition here for fairness?

I strongly disagree with the removal of merit as a criterion. Perhaps the ethnic makeup of the community should be added, but I have seen some destructive, damaging situations that resulted from personnel decisions where minorities were appointed or promoted regardless of merit.

basis of merit should still be included

Object to removal of merit, other changes are good.

This change leaves to much room for misinterpretation

More straightforward and appropriate.

How about Manage all personnel matters so that merit, fairness, and impartiality govern a members decisions. I do not agree with the elimination of merit as a measure for personnel decisions. Removing merit is a race to bureacratic incompetence.

None

I am deeply bothered by the mere suggestion that we drop "on the basis of merit" from this tenet. If this is the future direction of ICMA, I want no part in it.

This tenet is useless. There is no such thing as neutrality / impartiality. Often, "neutrality" actually means treating marginalized people and people in positions of power and privilege the same. What that leads to is the further marginalization of people without power. This tenet is useless both for members who want to make a complaint against another member and for staff. Power, privilege, and positionality must always be considered as in our systems people are not inherently on equal footing. This also applies to hiring matters, as too often lived experience is not considered valuable.

I am not clear on what this change accomplishes and am troubled by deleting ,"on the basis of merit."

I hope that the guidelines still include the concept of merit or performance. I don't think that we should eliminate that expectation.

I am concerned about excluding "merit"

Comments:

basis of merit should not be removed.

I might keep the statement related to appointments, promotions and equality of pay.

Change to personnel matters instead of matters of personnel

We shouldn't remove the words "on the basis of merit", the rest of the changes are good.

This will have a devastating and lasting negative impact on professional management. Eliminating merit for your Cardiac MD sound good to you?

Categorically disagree. This proposed change attempts to dismantle merit and impose fairness. Wrong in every sense.

So now ICMA has given up on "merit"?

I think it's ok for ICMA to review a tenet and decide no change is needed. I don't think the language change does anything other than change the wording - which is not a reason to make a change in my opinion.

I like the word MANAGE better than handle. I will always manage based upon merit. The proposed changes are unnecessary

EQUITY = fairness, impartiality...

add equity to this. I think it should say "fairness, equity, and impartiality."

Much better with less language

More concise. Thanks

I prefer the current language, as it's more specific. I like the substitution of the word manage for handle, but not the elimination of the last part of the current language.

I would agree to the change if "on the basis of merit" were continued in the language.

Merit is critically important.

Comments:

I believe the an emphasis on a merit based system is the clearest and most effective way to achieve fairness and impartiality. Removing merit actually leads to the potential of the emphasis on more subjective factors that will undermine fairness and impartiality.

ICMA members are committed to fair and impartial personnel decisions and understand that the legitimacy of democratic local government is diminished by hiring rules and practices that are discriminatory and biased in nature.

I would still like to see the term "merit" emphasized.

We should be promoting and adding merit as a means to advancement...not removing it.

No way. Decisions should be made on merit and not anything else! Otherwise, what do anyone work for any more? Morale would be extremely low!! Merit is earned! I have 3 degrees and a master and remain unemployed because I don't fit a profile or meet political preferences.!

HUGE mistake to abandon the merit principle. I'll resign from ICMA if this goes through.

The proposed changes remove all meaning from the Tenet, and clearly outlines a "floor" of behavior.

All factors, including fairness and impartiality, should go in to managing personnel matters and removing 'merit' is silly.

The idea is fine. The syntax is terrible. Why not simplify and say "Manage all matters of personnel with fairness and impartiality."??

Would agree if principle of "on basis of merit" had been maintained in statement. An avoidance of not recognizing merit and an ideology of "equity in outcomes" is ripe for increasing political interference, self justification of identity politics or encouraging historical political patronage under a socially constructed view of reality. Why would a "progressive" individual or organization be "conservative" in activism or advocacy?

This seems like it is making the tenet much vaguer.

MANAGE all matters of personnel so that fairness, MERIT and impartiality govern a member's decisions. I believe merit still needs to be part of the equation

The proposal does a terrible job of stating why the term merit should be removed. Does ICMA not value merit? Certainly the value of merit has guided us for decades. Has this led the membership wrong? This is not readily explained in the proposal.

Comments:

Another example of something that has stood the test of time. I like the specific references that are now being proposed to be struck through.

I would add to the newly proposed wording the ethics statement used in other parts of this document “ ‘so that even the appearance’ of a lack of equity and inclusion is not suspected.” The statement as proposed now is easily claimed to be done all of the time right now, and the results are a lack of diversity in executive management positions.

The word "personnel" should be updated to "human resources." I am not sure why "merit" is no longer included.

How about “Fairly and impartially manage and decide all personnel matters.” ?

I thin merit, a persons ability still plays a role, not just fairness. The best person with the best score should be considered. not sure why we would no longer support merit based hiring.

Specifically disagree with the deletion of, "on the basis of merit."

Yet “fairness” must also include merit, so as to not allow cronyism.

I like the added language, but I am confused why "on the basis of merit" would be eliminated.

I suggest we retain the word merit. We expect to select the best of our profession based on merit and qualifications not to achieve a particular outcome.

The changes water down the language, in my opinion. That may not be the intent, but it is how I read it.

new language lacks focus. This is clearly about employment issues. Keep final phrase

WHAT HAPPENED TO THE NEED FOR "AFFIRMATIVE ACTION" IN MANY SITUATIONS.

Definition of fairness is ambiguous and interpreted widely. The changes do not go far enough.

This is a simpler and clearer statement. However, is there still a need to specifically address HR?

I strongly disagree with the removal of the word merit.

Merit no longer has a role in personnel decisions? Who decides what is "fair"?

Comments:

"Personnel" is an antiquated term. Perhaps use "Manage Human Resources matters...."

I am firmly of the opinion that merit should be emphasized and not sacrificed, either explicitly or by inference, to the goal of fairness. Fairness is a subjective term, and a person's definition of fairness may conflict with maintaining impartiality. The best way to be fair and impartial is a commitment to merit as the sole driver of personnel decisions.

Don't agree with the elimination of merit.

I agree but the principle of EQUITY could have been emphasized.

I would make it even simpler. "Manage personnel matters fairly and impartially."

Takes out clear direction. Merit should remain as a part of this tenet. Without merit as the basis for personnel decisions, there is no focus (no unified vision for all managers) on where to start with fairness. Fairness is too subjective to be a primary guide in a personnel decision. It needs to be included, but does not stand on its own.

A bad word merit...

America is a meritocracy. Attempts to eliminate that concept are ill-conceived.

do not remove "on the basis of merit"

Merit is essential! If not merit then we are basing our decisions on some level of discrimination.

This reads better in today's time.

Not a fan of the word fair. If all are treated poorly, that's technically "fair" because all are receiving the same treatment, but that doesn't make it right.

MANAGE all personnel matters in a manner that ensures that fairness and impartiality govern a member's decisions.

Makes the tenet less specific and less applicable. If the goal is to support affirmative action, add that as a guideline and be more forceful about the duty of managers to promote these goals through hiring.

I agree it is better, yet somehow seems vague.

I prefer Handle to Manage

Comments:

Merit is an important concept that need not be eliminated from our ethical guidelines. There is no explanation as to why its elimination is being proposed.

The proposal seems to vague. I believe the last portion of the current language should remain. Keep, "pertaining to appointments, and discipline."

Are we saying that we should NOT use merit as a way of handling matters? There's not enough substance there.

Good improvement. I would maybe list the removed four examples as a guideline or example in parentheses (appointments, pay adjustments, promotions, and discipline).

merit should still be included. Otherwise, we enforce the public's opinion that government employees are promoted without regard to qualifications

I would like to see reference to other values besides fairness and impartiality. Values like demonstration of quality, creativity, innovation, respect for others, integrity, etc.

I agree because these concepts are moved to another place.

I do not see that this proposed language addresses the concern regarding lack of diversity in higher level positions.

Clarity and conciseness are good here.

"Ensure that all local government personnel matters are governed by fairness and impartiality." Managers are responsible for all personnel matters throughout the organization, not jus the decisions they personally make.

Add 'and create equitable employment opportunities'

I don't understand the reason for eliminating merit based decision making.

merit should still matter; for the purposes of equity, we should be providing the right training, experiences, support networks, etc. that will lead to an expansion of diversity in senior positions, but if ultimately decisions are not based on merit, how can we defend those decisions as "fair" or "impartial"?

Not broken.

Comments:

Original text is correct! EG. Bidens Cabinet is the best example of promoting on fairness and impartiality that I can think of and they are the laughing stock of incompetence in the eyes of the world

Removing "merit" from personnel decisions undermines our role as professional administrators and opens us up to cronyism.

Stop using such passive language. Member's personnel decisions shall be fair and impartial.

What happened to "merit". This language would promote unqualified persons merely for the purpose of diversity or equity. While diversity and equity are important, merit in being qualified to perform the function is essential.

personnel should be human resources, or human capital but much more than personnel

I completely disagree with this change. Human Resource decisions must be based on merit and not on characteristics such as race or equality of outcome. I am absolutely shocked that this language would be suggested since it is contrary to current federal civil rights law and the principle of equality of opportunity.

I agree with striking the latter portion of the Tenet, but "on the basis of merit" must be kept. The meritocracy is a foundational aspect of the American system of government, and must be preserved in this field.

Selection of staff for positions needs to be based on merit in all regards. I am ok with changing "handle" to "manage". Leaving out reference to merit and only using "fairness" open the door to questionable hiring practices.

Striking "on the basis of merit" does not seem like a positive change. Personnel decisions should absolutely be fair and impartial, but judgment needs to also be made on the merit and the facts of the situation.

Not sure why merit has been taken out, or what the problem with merit is.

I like broadening this

I would like to see "on the basis of merit" remain in the language.

merit is a particular form of fairness, that is appropriate in personnel matters.

expectation of daily performance from A-Z

Completely disagree with removing merit from this tenet.

Comments:

What are the guidelines for making a decision. There has to be a filter. As of right now it is merit. If it isn't merit, by what criteria are we to make decisions? Defining any criteria creates impartiality. In a broad example of hiring to best serve the community, we have defined the criteria and are hiring toward the partiality. This language is impossible to adhere to.

"merit" language should be maintained.

The proposed language deletes merit, and it should not do so.

I cannot believe we are considering removing the phrase "on the basis of merit." Wouldn't this compel us to give a promotion to someone with a spouse and 4 children rather than someone with no family, since that is "more fair"?

In this case, the more generic, broad language is valuable and inclusive of broader considerations.

I don't agree with eliminating the word "merit" from this tenet.

The original language is less ambiguous than the proposed change.

Keep the old language.

Short and sweet

So merit goes out the window?

Agree with substitution of MANAGE. See little reason for other changes.

personnel matters, not matters of personnel

Less IS more... nice.

Merit should be left in the Tenet. People should be hired and promoted based on merit , not their on their race, gender or other social factors.

Merit should not be removed. Employees who accel should be praised and reward. Employees who struggle should be supported, trained, and encourage. Employees who refuse to seek improvement should be encourage to find better fitting work.

Comments:

Yes, this makes it broader and covers the need to be fair and impartial in all matters, not just those listed.

It is important that personnel decisions are made by merit to maintain the trust of the public.

Huge improvement

MANAGE all matters of personnel on the basis of merit TO ENSURE fairness and impartiality govern a member's decisions.

May want to consider the following: MANAGE all matters of personnel on the basis of merit so that fairness and impartiality govern a member's decisions, including but not limited to appointments, pay adjustments, promotions, and discipline.

Current language is better

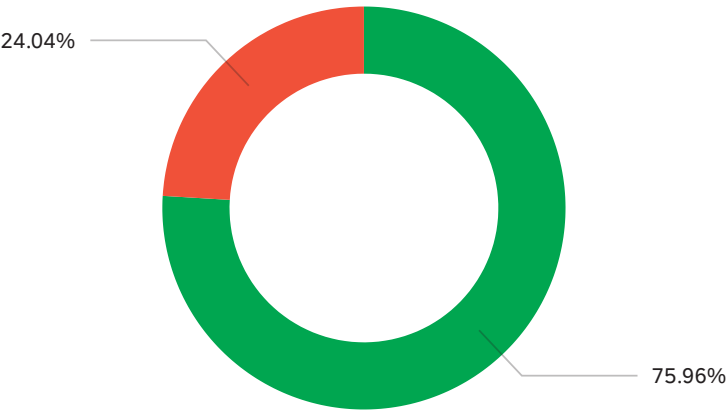
Appreciate the elimination of the problematic idea of 'merit'

Do you agree or disagree with the proposed changes to the guidelines to Tenet 11?

#	Field	Choice Count	
1	I agree with the proposed changes to the guidelines to Tenet 11.	75.96%	1580
2	I disagree with the proposed changes to the guidelines to Tenet 11.	24.04%	500

2080

Showing rows 1 - 3 of 3



■ I agree with the proposed changes to the guidelines to Tenet 11. ■ I disagree with the proposed changes to the guidelines to Tenet 11.

Comments:

Comments:

Additional language is fine, but keep proposed strike-through language also. Removing strikethroughs leaves a high level of subjectiveness to the Administrator, which is not healthy.

Believe the current language is fine. No concern with changing title to Non-Discrimination. But again feel like the proposed language waters down the tenant.

I appreciate the call out of the sources of inequities such as gender identity, race, age, etc. Naming the inequities is important.

Leaves the door open for inconsistent implementation and wiggle room due to vagueness.

There needs to be qualifying language for the basis of unjust or prejudicial treatment. If listing attributes is not desirable, then perhaps generically say 'because inherent and identity qualities' or something like that.

current language is clear and unambiguous. proposed language uses unjust and prejudicial which may mean vastly different things to persons

Non-discrimination has a more negative connotation than equal opportunity. Focus more on what behaviors are wanted and not what is not wanted.

The context of unjust or prejudicial treatment is very open ended and will lead to challenges to manager's decisions on any matter. Would suggest leaving in "because of race, color, sex (gender identification)..."

I like the first and second changes, I think the third change which details different types of discrimination, because it serves as a good reminder of some (not all) of the things we are remembering...as someone who has experienced discrimination, sometimes people need it spelled out for them to remember to be aware of it.

leave in something like "...PREJUDICIAL TREATMENT AS IT PERTAINS TO RACE, COLOR, RELIGION...." It is important to provide examples of what is meant by prejudicial treatment." Without some type of explanation or illustration, people often truly don't know what it means or what is acceptable and not acceptable. I think we are obligated to guide and help members understand what is meant by some very general concepts and terms.

While I appreciate the change to non-discrimination, and the brevity of the new language, I believe it's important to spell out protected classes.

Comments:

Retain current language including Equal Opportunity.

leave in all struck language

I am not sure how the word "unjust" might be interpreted in this context.. "Discrimination" is a more definable term.

I agree with the header change, but think the listing of protected classes should remain.

Substitutions in the first part are good. Please retain the itemized list and consider adding gender identity.

New language is very negative and seems to imply that we are unjust and prejudiced.

The proposed change is succinct. However, it leaves room for so many unknowns and assumes a lot on the part of local government administrators. The list of salient social identities in the current language is vital.

I agree with the changes- but I'm worried that without any guidance member's could then "make up" what's considered unjust or prejudicial. I have worked in environments where it was legal to fire someone for being gay, and places where it is not. It would have been nice to feel specifically supported by an ICMA tenet by having that explicitly called out as something to not discriminate for.

why remove the following - race, color, religion, sex, national origin, sexual orientation, political affiliation, disability, age, or marital status? Including provides more clarity!

not needed

I think the old language better reflects intent and was based on language from EEOC

Opens up "unjust or prejudicial treatment" to interpretation. Believe it's critical to continue to be specific about what falls under unjust or prejudicial treatment.

Keep the "Equal Opportunity" title, and incorporate the proposed changes. "Non-Discrimination" has a tone of negativity and suggests discrimination is otherwise assumed to be the norm.

I support the change of wording in the title section and the wording to replace discrimination however I would leave the last sentence and not delete it

Equal opportunity is more democratic than non-discrimination.

Comments:

II think I understand the intent of the change. But as proposed is it overly broad and hence flawed because it lacks definition?

I would add "strictly" between should and prohibit.

If it passes, no worries. I disagree because I appreciate the list, it should align with national language/lists. It is missing VETERAN STATUS/MILITARY AFFILIATION (or words to that affect). When the lists go away, sometimes memory does too...

I am not an attorney, but the new language feels too vague. The current language is very explicit and provides specific criteria on what we mean when we say "discrimination is prohibited."

why not use "Equal Oppotunit/non /Non Discrimination" to start the current lanagae

The subtitle change is good. All else should remain as is.

Again you are trying to go woke by using woke language to basically say the same thing. You cannot avoid having someone offended no matter what language you try to change.

First, it is worded incorrectly the decisions themselves cannot prohibit, only people can prohibit; second it seems to be weaker language now. prefer the more specific list.

Why change from very specific standards that are generally understood by layman and lawyers alike for vague words open to variable interpretation.

"unjust" and "prejudicial" are pretty subjective - calling out types of discrimination was better. Adding something like "or any prejudicial treatment" would be fine but this is watered down as to be pretty meaningless.

I also like the inclusion of implicit bias in this sentence if others agree

It sounds like you want to make "Discrimination" more important by adding it to the title, but you make it more limited by taking it out of the description and limiting discrimination to "unjust or prejudicial." It was better when it said, "prohibit discrimination." That is the point.

Would like to see the term "discrimination" retained in the guideline.

I actually neither agree or disagree with this change, preferring to leave it up to those who understand the reasons for the different language

Comments:

Stupid wordsmithing. The old language is fine and accepted.

I think the language describing prejudicial treatment should be included "race, color, religion, sex, etc.

I like the addition of "unjust or prejudicial treatment" but would like to see "race...marital status" retained.

Further explicit guidance and illustrations will be needed for interpretation.

All decisions pertaining to appointments, pay adjustments, promotions, and discipline should "AVOID" UNJUST OR PREJUDICIAL TREATMENT.

Listing the protected classes against discrimination is important.

again no change just different words

The title for the guideline should stay the same. The term "equal opportunity is more encompassing than the term "discrimination." I do not agree with the revision either.

Members should ensure that no decision pertaining to appointments, pay adjustments, promotions, and discipline leads to discrimination because of race, color, religion, sex, national origin, sexual orientation, political affiliation, disability, age, or marital status.

I like what is being proposed in theory. I would like it to be more of an affirmative statement than a having to use the prohibit. It could be worded better.

I hope that the all caps section is for emphasis as I would object to that format.

"Prejudicial" is a clear term. I would be concerned that "unjust" may be subjective depending on an individual. This may need additional guidance or consideration.

I struggled with this revision. It is crucial that ALL professional managers show NO BIAS in any action. The revision should be strengthen.

I think it important to keep race, color, religion, etc. in Tenet 11. I am in agreement the other proposed changes.

I prefer "...discriminatory, unjust or prejudicial treatment." I prefer including "discriminatory" because it covers the protected classes, while "unjust" and "prejudicial" will cover other situations.

Comments:

I don't like the idea of pulling out protected groupings. What if the if the new language was added but after treatment it said "because of, but not limited to, race, color," etc...

I feel neutral about this. Is the intention to remove the listed protected classes because of what may be missing?

I prefer the specificity of the original language, and would strengthen that language by adding, "in accordance with Federal and State laws and regulations."

State should read: All decisions pertaining to appointments, pay adjustments, and discipline should prohibit discrimination.

I think this could backfire. Who gets to determine what is unjust or prejudicial? The recipient of discipline may think it is unjust, while it may be warranted.

I like the specificity of the previous version

I see no reason to make any of the proposed deletions.

I like the intent but think the proposed wording is too summarizing in form. I don't think it will be clear enough to some people what that is intended to mean.

I believe it should still spell out "because of race, color, religion, sex, national origin, sexual orientation, political affiliation, disability, age, or marital status." "UNJUST OR PREJUDICIAL TREATMENT." is ambiguous.

I think this goes beyond compliance and addresses the greyer areas of this issue not necessarily covered by the law - which is critical from an ethics standpoint. I like the change.

"Non-discrimination" addition is great. Removal of the categories introduces uncertainty and opportunities for discrimination in its interpretation. If anything, the addition of "gender identity/expression" should be a consideration.

May be dangerously non specific(could someone claim discrimination on the basis of sexual orientation is NOT unjust or prejudicial?

Being explicit is important. This occurs as diluting not expanding.

I need more information.

Comments:

'Unjust' could be too broadly defined

Equal Opportunity is more positive. The list of areas for non-discrimination is relevant and beneficial to include.

Discrimination is defined in Federal code.

this has lost its attachment to the protected classes that we are to enforce and safe guard.

The change makes the language more nebulous and unclear.

I think that naming the prejudices is more meaningful.

There are other circumstances not covered by appointments, pay, promotion, and discipline. Personnel matters would be more appropriate, but definitely not my first choice for how to describe these items.

Some members may not see this guideline as applying to them due to implicit bias. I am not totally comfortable leaving out the "list".

Keep it as is. The term "unjust" is too subjective. Use what the EEOC and DOL has in place as it is what will be defensible in court.

Not in line with current laws - language of statutes and court cases.

keep the original

Decisions don't prohibit unjust treatment; that statement doesn't make clear sense. This statement should be revised in the "positive" rather than the "negative" (to prohibit).

the word "unjust" can be interpreted in a multitude of ways which adds confusion. The intent is excellent but the word needs to be changed. No suggestion.

I agree with the previous language, but adding to the list. Not sure it is clear what is unjust to the members.

Leave as is

Again, I think this is a weakening of the guideline from an equity perspective.

Comments:

I liked seeing the categories protected in the verbiage but could live with this

The word unjust is too subjective.

It says the same in a simpler way.

You have changed the name to "Non-Discrimination" and then you delete that same word in the Tenet and change to Unjust or Prejudicial Treatment. That doesn't make sense to me.

Unfortunately I think this needs to be continued to be called out, and in fact should add at the end "or any marginalized or underserved group."

poorly worded. sometimes decisions result in unintended results

Seems very vague.

The existing language is much better than the proposed.

Keep the list -race, color, religion, sex, national origin, sexual orientation, political affiliation, disability, age or marital status.

why do we need a rule to comply with federal law?

too vague and subjective

Too complex to address here.

"unjust and or prejudicial" is too vague

The original text addressed Tenet 11 appropriately.

Prefer leaving specific areas of discrimination identified so member knows what they are.

should not have struck the protected class language.

I'm a fan of "spelling out" and keeping the elements of diversity (RE: race, color, religion, etc)

Comments:

Would like to see the specific examples of discrimination retained

I agree with the language but don't agree with taking the protected class language out, i.e. race, gender, sexual orientation, etc.

Except I prefer Equal Opportunity as opposed to being replaced with NON-DISCRIMINATION

All decisions pertaining to appointments, pay adjustments, promotions, and discipline shall be based on fair and equal merit.

Retain specifics following "PREJUDICIAL TREATMENT" in the last two lines.

The current language is more clear.

the existing language has pretty clear legal definition. Terms "unjust" or "prejudicial" and much more subjective in nature and not something a manager could be easily held to.

I agree with the intent, but not the literal language. For example, choosing an employee to be promoted due to performance and other objective factors is actually exercising "prejudicial treatment" and would be consistent with the current language. By deleting the contextual words after the phrase "prejudicial treatment" a member cannot provide prejudicial treatment in any context, including performance, reliability, etc. That is likely an unintended, but serious problem.

current title and language is relatively consistent with federal law. the proposed change may cause confusion about intent and application.

I understand where the desire is to change this. Unfortunately, I work in a community where the Council and the community members believe that diversity is ONLY about those that are from a specific geographic region and specific ethnic background. They don't care about orientation, gender identity, or other minorities. They care about what they PERCEIVE to be the correct diverse group and nothing else. Therefore taking this important language out would do more harm than good. I wish we all worked in workspaces and communities where this was not necessary while still promoting true EQUALITY. Until then, I cannot vote for this change.

unjust or prejudicial treatment are open to interpretation. It is better to embrace federal designations that have case law behind the.

we need to stay with current law on equal opportunity!

I believe keeping the list of reasons in the current language is important.

Comments:

The most qualified should be allowed to prevail. In a sense it should be permissible to be prejudiced toward best skills and proven performance.

Too vague. Details matter.

I think it's important to call out protected classes.... and replace sex with gender identity

I'm generally okay with this change, but why pull out the specific protected classes of persons? I think the specifics are helpful.

"prohibit" is not the right word here. "Decisions" don't "prohibit" as an English teacher would point out. Decisions need to be "free of" unjust or prejudicial treatment.

CAUTION: "unjust" is in the eye of the receiver...this term is very broad.

I think "prejudicial" is a word that shortens the sentence, but isn't really clear about what that means.

I generally agree, but question the use of the word "unjust", That term could be interpreted and defined differently by different people and groups.

both are fine

I appreciate the added detail in the original statement

Why are we removing the last lines? I think there's value to specifically naming the protected classes especially in today's climate.

I think these changes completely lose the whole point of the original tenet

The lack of articulation of the various forms of discrimination weakens this guideline. Specificity has value.

The added language in the current Tenet should be kept in the proposed language so as to provide a clear reminder of the topics to be considered

If this means merit is diminished then I am not on board...

Too broad. I'm fine with the non-discrimination change; however, list anything additional that you are trying to cover.

Comments:

No, equal employment is non-discrimination, no need to redefine

Not clear enough. Must be based on established principles of fairness including the desire to hire and promote staff who reflect the diversity of the community.

Will UNJUST OR PREJUDICIAL TREATMENT be defined?

I think the language "UNJUST OR PREJUDICIAL" is too subjective and vague.

Not sure about this one, but I guess it makes sense.

I am not sure why we would do away with identifying special classes often victims of discrimination. Isn't this a legal standard?

unjust, prejudicial, or disparate treatment.

I believe that specificity leads to clarity as needed in this context.

who determines what unjust treatment is! Many employees being disciplined feel that they are treated unjustly.

Retaining categories is important, as so many touching public life lack awareness of differences across these dimensions.

Great

Support the change on non-discrimination, not sure I understand the rationale on removing the specific protections.

Consistency with EOE laws

While I agree, it should be rephrased to be consistent with the previous changes to state: UNJUST OR PREJUDICIAL TREATMENT IS PROHIBITED WHEN MAKING PERSONNEL DECISIONS.

Changing the title is ok, I would not delete because of..... if you don't spell it out it becomes a problem.

New language, while fine, does not address prohibited actions. It's "pretty" but vague

Comments:

I recommend keeping: "It should be the members' personal and professional responsibility to actively recruit and hire a diverse staff throughout their organizations."

The proposed language leaves a lot of room for interpretation and may be too streamlined.

..."should exclude..."

word play.

prejudicial treatment needs to be spelled out.

I disagree with the modification, due to the new section created, i.e. D&I.

All encompassing guideline. Good.

I agree.

I ok with the change of "Equal Opportunity" to "Non-Discrimination". Who determines what is unjust or prejudicial treatment? Unjust or prejudicial treatment language is not specifically tied to a law. I am concerned that the ICMA is opening itself to litigation if it desires to expand itself beyond employment law.

I would leave in the statement of "because of race, color...marital status" and add in "such as" or something to make it clear that these are examples.

The current language is much more specific and accurate, and should remain.

race, color, religion, sex, national origin, sexual orientation, political affiliation, disability, age, or marital status should remain

Not sure "decisions" and "prohibit" work well together. Is the goal to encourage process or avoid outcome? More akin to "decisions . . . should be made without regard to / devoid of prejudice or discrimination".

The original proves better definition. Changes are to open too interpretation.

By removing specific characteristics, this waters down the clarity on what bases there can be for unjust or prejudicial action. Someone may be deemed not a fit for a conservative town's government based on their political affiliation?

Comments:

I believe stating that discrimination should be prohibited period is sufficient enough without going into the types of discrimination. All discrimination should be avoided and needs no additional context.

The term "prohibit" is too strong of a word in this context.

I believe the word "unjust" is way too ambiguous and subjective.

Always phrase things in the positive when you can. Equal Opportunity is much better than non discrimination. There are terms of art that have decades of case law to support them and they mean something under the law. I suggest after discipline, "must prohibit discrimination based on a protected class. and then add the aspiration that "It should be the members' personal and professional responsibility to actively recruit and hire a diverse staff throughout their organizations."

None

I do prefer that the current language mirrors federal/state laws overtly listing discrimination areas rather than just saying prejudicial.

keep language consistent with state and federal laws

In the previous question, we are asked to remove "appointments, pay adjustments, promotions, and discipline..", why are we keeping it here. If removed in one area should it not be removed in all?

This should be far stronger. Local governments are woefully unequipped for full compliance with the Civil Rights Act and other baselines. Prohibiting discrimination is a legal bare minimum. If ICMA really wants to be a leader and ensure accountability in members, this needs to go farther by focusing not only on preventing, assessing, and actively solving discrimination issues, but also providing guidelines which center those who are systemically marginalized in government processes at the individual, organizational, and societal levels.

Generally supportive, but "unjust" is too vague

Tenet 11 is a redundant statement of a professional manager's legal obligation under federal and state non-discrimination laws to base decisions on specific lawful criteria. The proposed change fundamentally shifts that redundant administrative statement to a new, subjective, and vague statement on concepts of justness and prejudice. These are terms of art for the judicial branch in balancing law and equity. While the executive/administrative branch can act in a quasi-judicial manner confined by due process, a professional manager is not democratically-elected or trained in the law to evaluate whether a law is unjust.

would prefer to keep, 'because of race..... or marital status.'

Comments:

The subject/verb pairing seems odd. "...decisions should prohibit..." doesn't really make sense. A decision making an appointment, etc. doesn't "prohibit" anything; that's not its purpose. Such decisions should be made without unjust or prejudicial treatment. Good luck putting boundaries on those terms.

"Unjust" is too vague.

I agree with the intent but struggle with the grammatical construction: "decisions... prohibit..." Policy "prohibits" unjust/prejudicial treatment. Perhaps a refinement to say, "All decisions pertaining to appointments, pay adjustments, promotions, and discipline should BE FREE FROM UNJUST OR PREJUDICIAL TREATMENT."

Good simplification of this guideline.

The proposed change is too vague.

perhaps clarify in guidelines re specific examples like old tenet

Too vague in my opinion. What defines unjust or prejudicial. What about the argument that people carry unconscious prejudices?

I like removing the designations; however, I struggle with the term "unjust". As our recent Supreme Court demonstrates, just is in the eye (or church) of the beholder. What one person finds just, another might find unjust.

I think it is important to use language used in laws - and to identify protected classes.

Unjust or prejudicial treatment? Why muddy the waters

I think we ought to maintain the specifics on what status prejudicial treatment is prohibited.

Discriminatory behavior is very understandable. The proposed change invites subjective non-sense. This is a very bad change.

How are "unjust" and "prejudicial treatment" defined? I think people understand what discrimination means but what is "unjust". How are these guidelines enforced where civil service commission or police/fire boards are in control of hiring. The proposed language muddies the waters on what constitutes a violation whereas the existing language is clear.

keep the recommended changes, but also keep because of.... in today's political environment, need to emphasize

Comments:

I'm good with NON-DISCRIMINATION and the UNJUST OR PREJUDICIAL TREATMENT.. The proposed strikeouts add specificity and are helpful

I would keep the verbiage at the end and include sexual identity.

I agree with the proposed changes, but would like to see the "because of ones race, color, religion, sex, etc..."

But it would be helpful and add clarity to list all the existing bases of discrimination.

I prefer a positive statement rather than thsnegative one. Encourage equal opportunity or whatever, not prohibit unjust treatment.

The proposed language weakens the tenet, in my opinion. "Unust or predudicial treatment" is overly broad and can be interpreted in virtually infinite ways.

replaces objective terminology with subjective terminology

The current language seems stronger that the proposed guideline. Leave it as is.

I disagree becasue we need some form of the wording "Equal Opportunity" as this is a "must" for federal funding streams and organizations. Otherwise I like the change, but again Big Government may not get it for years.

More is better here. ... Unjust or prejudicial treatment not limited to but including race, color, religion, sex, national origin, sexual orientation, political affiliation, disability, age, or marital status.

I think the current language works sufficiently and effectively.

too general, who defines "unjust?"

I may be the outlier when I say this, but I feel as if somewhere in the tenets/code there needs to be a list of "protected" classes.

Unjust is a completely subjective and overused phrase where as discrimination has and continues to have definitions.

Awkward wording, but I agree on the intent of the proposed changes.

I think "Equal Opportunity" should remain vs. renaming to "Non-Discrimination". I think it is more positive.

Comments:

This is law. Why do we need it in our Code of Ethics at all?

These very changes promote prejudice regardless of merit and qualifications. Inclusion needs to include everyone of all races, gender, religion, AGE, and VETERANS. Not just one profile..

Another change that again removes any clear guidance and throws in some more fashionable terminology. This will be revisited as language changes in the next 5-10 years.

change wording: "prohibit" to "not be"; DELETE word "treatment".

I think language needs to be broader so that it includes opportunities for training, resource allotment and special assignments and is not limited to pay, appointments and discipline. I've seen too many times the friend of somebody or one particular group gets all the special training or automobile allowances, etc.

Again, concept is fine. Syntax and double-negative make this harder than it should be to interpret. And it's not that the "decisions...should prohibit...". It's that they should be "MADE without..." or MADE with. Again, this could be simplified significantly by saying, "All appointments, pay adjustments, promotions, and disciplinary decisions should be made in fair, just, and non-prejudicial way."

I always appreciate the specificity in the guidelines. This guideline is more vague than the original. I agree with the sentiment, but want more specifics.

I see no benefit to the change.

Strike UNJUST....all prejudicial treatment is unjust. It's redundant and unnecessary

I believe we need to clearly state what prejudicial treatment conditions we are referring to. Keep the current language.

This seems too vague on what is or isn't just and judicial treatment. I think you do need to list what can be used as discrimination. Because as we know, what one person feels is unjust may be different than another. I think you need to name the perimeters.

I like the revisions but am disagreeing with the change because it states "should prohibit". Should is not a strong enough word and there needs to be more strength to emphasize this for professional managers. (MUST prohibit, MUST resist, etc.)

"Should"s all over this document means no accountability. Where is the active language that can be used to hold members accountable?

Comments:

the use of the term unjust is overly vague

I prefer the current guideline language. It is clearer as to what is included as equal opportunity.

I think this wording should be the same as federal law, which does spell out categories.

Should leave entitled as is, "Equal Opportunity" and do not delete discrimination form guideline.

I would not eliminate the categories. They are important to enumerate. The proposed language is too ambiguous.

I like this change, but disagree with the term "unjust". that seems overly vague.

No change. I believe the proposed language WEAKENS this Tenet.

Waters down the language, in my opinion, and makes the members' actions more passive.

Should read "unjust, prejudicial, or preferential"

THIS IS THE WEAKEST EQUAL OPPORTUNITY LANAGUAGE THAT I HAVE EVER SEEN. YOU ARE ABANDONING IMPORTANT STEPS WHICH HAVE BEEN TAKEN.

Non-discrimination is different from equal opportunity. There are wording issues here as will. Decisions is given as the subject (decisions prohibit). Decisions are made on the basis of fair and non-prejudicial treatment instead. "Non-prejudicial" also may not really capture the intent here, either.

Who determines what is "Just" or "Prejudicial"?

This may be misconstrued as purposefully vague. It may be beneficial to consider adding on the basis of a protected class or similar language to the end.

Unjust and prejudicial treatment is too vague.

The existing statement is far superior.

I would prefer positive language rather than prohibitive.

Comments:

The removal of discrimination weakens the over all message when defining Non-discrimination.

Suggested change: All decisions pertaining to appointments, pay adjustments, promotions, and discipline should be free from unjust or prejudicial treatment.

OK, that is simpler, better

Current wording is well-written and sufficient.

Existing tenet is OK

discrimination is the legal standard in employment law

The only justice that is fair and equitable comes from God. He shall be the judge, not I.

I prefer the detailed inclusive language rather than just the broad subjective language proposed.

is there a way to put this in the positive:should PROMOTE EQUALITY, EQUITY, FAIRNESS, ETC.

It's important to note that these a guidelines and being subjective isn't a bad thing here.

should prohibit? maybe reword

I get the merits of striking the "laundry list", but I don't see how eliminating "sexual orientation", for example, is a good idea in the current political climate. Some constituent elements within a diverse workforce are being targeted (e.g. transgendered folks) and we should make it easier, not harder, for managers who participate in those unethical actions.

The old language have legal meaning in many Federal and state laws that is valuable and should not be dropped

No explanation provided why "race, color...." is to be eliminated. Original language is much more clear and compelling.

Are we afraid to identify specific instances that might lead to unjust or prejudicial decisions? By removing the examples, we leave it to the imagination, which for those clinging to the past is not adequate.

Comments:

If you wanted to shorten it more as was done on the prior tenet to "All decisions should prohibit unjust or prejudicial treatment", I would be in favor of that.

Very good improvement. I am indifferent on title of non-discrimination vs. equal opportunity. I think both apply.

I agree. However, this is worded awkwardly. "Should prohibit unjust" These are mixed messaging because you need to do the absence of something, can we alter language to be "Should" followed by what we want to see or change from should to just "prohibit". Recommendation: "Prohibition of unjust or prejudicial treatment in all decisions pertaining to appointments, pay adjustments, promotions, and discipline."

please remove the word 'should' to 'will'

WHO DECIDES?

'Unjust' and 'prejudicial' are very broad terms. Who is it that determines whether a member's actions qualify as such?

Tomato, tomato. You're saying the same thing two different ways.

Awkward wording ... "All decisions pertaining to appointments, pay adjustments, promotions, and discipline should be FREE FROM UNJUST OR PREJUDICIAL TREATMENT" ... a decision should not prohibit ... a policy prohibits, and a decision is made based on those policy prohibitions..

Decisions don't "prohibit" anything. You really should try to re-word this.

"Terms and conditions of employment and all personnel actions should be just and free of prejudice."

Add, after 'should', 'support equitable outcomes and'

I've seen some interesting research and training about phrasing things "positively." People brains are wired to respond more to the most narrow action they hear. Instead of saying "don't forget your lunch today" where the brain often filters on the "forget," say instead "remember to bring you lunch to work." There is a higher likelihood you will do so when you hear the latter phrase. I worry people will filter for "discrimination" in the above change, and not focus on "equal opportunity." No explanation for this suggested change was given in this survey so I'm not understanding the reason for the suggested change. However, I do not strongly disagree with this proposed change, like I do with some of the proposed changes to other tenets.

Comments:

1) non discrimination is negative (don't do something) whereas equal opportunity is positive and active (go forth and do something). 2) "decisions should prohibit" is not correct, is it? Can a decision prohibit something? I think we mean "decisions should be free of biases or discrimination." 3) unjust is not defined and prejudicial could be loaded word. I prefer discrimination.

I dont know what it means

Never had a problem hiring most qualified candidate with a blindfold on...merit stands on its own...e.g. Ben Carson, Fredrick Douglas, Martin Luther King Jr....Get a Life!

I agree with calling it non-discrimination, but I believe it should retain the enumeration of protected classes, as enumeration has been shown to more effectively protect certain groups.

"Unjust" is inherently subjective.

Simpler is better. All of the member's decisions pertaining to the workforce shall be fair and impartial.

The original language is clear in intent; the revised is not.

Too word specific. Should refer to local, state, and national standards for non-discrimination, which may change from time to time

Again, I am shocked and disappointed that ICMA is trying to replace the principle of equality of opportunity with equity (i.e. equality of outcome). Equity is in stark contrast with the spirit and the letter of the civil rights movements and the laws and policies that followed. I could not be anymore opposed to this attempt at changing basic and foundational guiding principles.

Renaming "non-discrimination" is fine. Not sure what the rest of the changes add. We'll still follow state and federal laws, which specify what is proposed to be deleted.

The term "prejudicial" may cause some issues. There are numerous definitions and even with context could cause problems for managers.

I like the words unjust or prejudicial treatment, however I don't like getting rid of equal opportunity. Just because something is just and non prejudicial DOES NOT mean that diversity will spring forth.

Being explanatory (even if longer) helps with interpretation and intent

Comments:

Removal of specific areas of discrimination allows insensitivity and ignorance of unconscious bias; specifying types of bias heightens awareness and should be maintained.

simpler and more understandable

I agree that a change needs to happen, but I don't like the proposed verbiage of this change.

Current language is sufficient.

Unless Federal law has changed wording from Equal Opportunity, I would be hesitant to change. Additionally, not defining what areas are affected opens it up to any claim for any reason, it would seem.

Sure.

This improvement is overdue.

I don't think it reflects diversity in recruitment and hiring practices.

Harmless change

This is a step backward; you're making it so subjective

The word "should" is very weak.

This leaves open what unjust or prejudicial treatment is...

Again, much too broad and subject to varying interpretations. Placing members in a "no-win" situation.

Define Unjust and Prejudicial .

Stay with wording that has meaning in civil rights case law.

Serious concerns about this one and vehemently oppose. First, "Non-Discrimination" is a term used in federal, state and local law. Cities are prohibited from illegal discrimination whether or not the ICMA Code of Ethics includes this. However, to codify "Non-Discrimination" as a guideline and eliminate the actual protected classes, replacing them with "unjust or prejudicial treatment" is completely wrong.

Comments:

"unjust" is a very subjective term. I don't see the need to change this current section.

current language is consistent with fair employment and housing act

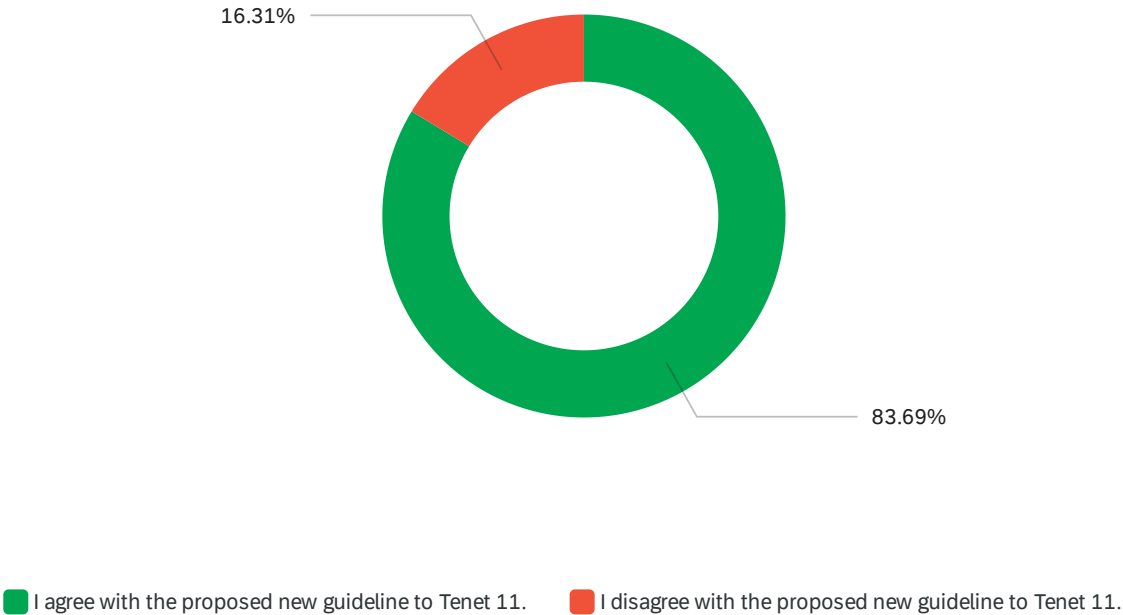
Am worried about losing the list of protected class. Explicit naming has value. Would prefer to keep "responsibility to actively recruit and hire diverse staff..."

Do you agree or disagree with the proposed new guideline to Tenet 11?

#	Field	Choice Count	
1	I agree with the proposed new guideline to Tenet 11.	83.69%	1740
2	I disagree with the proposed new guideline to Tenet 11.	16.31%	339

2079

Showing rows 1 - 3 of 3



Comments

Comments

A member should not retain toxic employees regardless of gender or race.

Only if such diversity serves to provide the best service delivery

again, current language is clear while the proposed language has ambiguous words. For example, a TV commercial that says a product "supports" immune health. What does that mean? Further in large organizations, a Manager may be completely out of the hiring loop for entry level employees,, in tiny organizations there may not be sufficient resources available to promote, retain and support the wokforce.

Add at end "and provide accessibility." A recent article in Government Executive highlighted a DEIA initiative in the State Department with the 'A' standing for 'accessibility.' <https://www.govexec.com/management/2022/07/state-departments-diversity-and-inclusion-officer-says-time-different/374959/>

A Member shouldn't have to retain a bad employee just because it helps their diversity. Secondly, while I may hire, promote and support the new hire, I am not always involved in the training. I believe the word "recruit" is sufficient in this instance and disagree with the added language and concepts.

Retain current language as is.

A manager;s responsibility is to hire the best people available so that the communit gets the best and most promising candidate that the community can financially afford

The responsibility of the Manager is to hire the most competent work force based on merit.

I would change "should be" to "is"

not needed

Qualified diverse workforce through experience, education and qualifications of the highest standards.

I agree with the intent 100% but in General Management communities it would be hard to do this without the explicit buy in of the elected officials. I have been fired twice for merely suggesting our personnel systems were not fully inclusive.

"A" should not be capitalized in this sentence. ".....a member's"

Comments

Although I want to promote diversity, a qualified workforce is more important to me than a diverse workforce. As written the proposed guideline seems to promote diversity first.

Good changes.

It seem to have unnecessary words

insert after "support a...most qualified and...diverse workforce". No decisions should sacrifice competence for diversity in service to the public.

I prefer the following: "Diversity and Inclusion: It should be a member's personal and professional responsibility to actively recruit, hire, retain, train, support, promote, and foster the professional development of a diverse workforce.

I think adding some language to the effect of "qualified" diverse workforce would be better.

Reflective of the community in which they work.

Leave it alone as originally written.

replace 'should' with 'is every member's'

fix the type "A" is not captlitalized

.

I am really struggling with this change because I support diversity in our workforce, but had a colleague recently point out to me that their goal had been to hire the best qualified talent. Are we promoting diversity over quality for talent with this statement? Is a subpar diversity enhancement hire better than an exceptionally qualified non-diversity enhancer? Probably not. If two finalist are equal, and a diversity enhancement adds value should that individual be selected? Probably so. I would feel more comfortable with this statement if "a quality and diverse workforce" was incorporated in the last line.

So, we now are concerned only with promoting, retaining, training, and supporting people only if they maintain some vague, poorly defined notion of diversity. I can think of so many ways this solitary qualification leads to poor government or poor management in general, it is not even funny.

Former is better

Comments

Love this as well!

I agree that members should consistently hire, promote, retain, train, and support a diverse workforce, I just don't like the use of "responsibility" here. I am sorry, I don't have an alternate suggestion.

think we need to add a "qualified" diverse workforce

I agree with the language and support the intent....however, perhaps added language "to the greatest degree feasible" could be added. If the demographics of a certain locale would create an impossibility, that should be recognized.

I hope that the all caps section is for emphasis as I would object to that format.

I'm conflicted on this one.

I prefer: ".....a diverse and Qualified Workforce."

Hire a person who can do the job.

why use "should be" instead of "is"?

I believe "The." should be left as it is.

I like the spirit here too - but think the language is too passive. Recommend: Members are responsible for recruiting, hiring, training, retaining and supporting a diverse workforce.

It should be A member's responsibility to recruit, HIRE, PROMOTE, RETIAN AND SUPPORT... Remove the word train as it is often associated with animals.

It should be the managers responsibility to create the opportunity for anyone of any race, to be hired and excel in the workforce. I am not sure why we would make managers responsible for hiring those that may not be qualified just because they need to hit a diversity quota, and then have them deal with the consequences of hiring an unqualified employee.

again, anywhere there is the word should, it is negotiable and less powerful. Replace 'should' with 'IS'.

Comments

I think the language is still too passive here - I would prefer: "It IS a member's responsibility to recruit, hire, promote, retain, train, and support a diverse workforce."

I like most of the revisions but think this needs a little more work.

Don't capitalize "A."

Existing language is better. Suggested language: "It is a member's professional responsibility to recruit and manage a diverse staff."

Prefer original language

Unrealistic in many places. Suggests that workforce decisions must now be made based on perceived or actual diversity, itself unjust and prejudicial, and not necessarily related to qualifications.

Not sure on this one. There might be better language.

A City/County Manager cannot control who applies for jobs or who decides to leave their organization. The original verbiage is good.

Keep "actively"

I offer instead: "It should be a priority for a member to recruit..."

Can you be held responsible for not being successful in your efforts? Though I think the language can be stronger than "actively".

...and inclusive work environment

Need to add competent before workforce

I agree with the intent of this language change, but again, I can't get on board with language changes that make adhering to the code of ethics impossible. I think we need to insert "strive to" before "recruit" in the new language.

We do this but hard to promote if no one applies.

Community "member" or ICMA "member"

Comments

Prefer the language in the previous "Non-discrimination" guideline

None

The following is a better to state this Tenet: It is a member's responsibility to recruit, hire, promote, retain, train, and support a diverse workforce.

I would keep actively - I think active or ongoing needs to be called out

current wording is better suited

I would like to keep the "personal and professional" text.

I would say "It is each member's responsibility..."

I would like to see "personal and professional" retained. I support the rest of the changes.

This is a word salad and can be much more concise. "It should be a member's responsibility to develop a diverse workforce."

should be or IS

I disagree

more comprehensive language

I agree with the language but don't agree with taking the protected class language out, i.e. race, gender, sexual orientation, etc.

I believe it is a mistake the words of "personal and professional" from the proposed change

retain, develop and support

I don't disagree with the wording, but I might prefer something like "Members should strive to recruit..." instead of stating it as a "responsibility."

Comments

I question inclusion of the work "retain" as that is not completely in the member's ability to control.

I agree with the general intent, but the language appears to not take into consideration the context of applicant/employee qualifications.

unnecessary. Weakens tenet 11

I agree but at what cost....you should hire the best and most qualified - not hire someone just so you can check off a box to say "We're diversified and inclusive" because we hired someone who identifies from a special category.

I assume this is to the extent that we have control over such decisions at our "parent" institutions.

With my previous comments taken into account.

This clause would infer that a member hire, promote, etc. based on a person's race, color, religion, sex, national origin, sexual orientation, political affiliation, disability, age, or marital status, and not by qualifications; thereby promoting prejudicial treatment.

I agree with everything except changing "staff" to "workforce".

Again, I'd like to see support and development resources to assist with attainment.

Diversity should not be a greater factor than skill and past performance. Why should physical or psychological characteristics be more important to an organization than the best ability to perform the needed function?

Though this language does not lead to "transformation".

lower case the "A" before member's responsibility.

Strike the words "should be" and use the simple word "is." This is not an optional responsibility.

It should be a member's responsibility to hire the best person for the job, regardless of the person's background or other category listed in the former non-discrimination clause. To follow this tenet in my 98% white non-hispanic community, I will have to work harder to recruit on the basis of race, sex, etc. to fulfill it. Isn't that sort of active recruitment inherently discriminatory? I have an ethical responsibility to ensure the work of my city is performed well to support the residents of my community. To spend my time actively seeking a person of color, for example, would not be efficient or effective if I already have several qualified applicants willing to perform the work but who happen to fit the majority demographic of my community. I suggest replacing the word "diverse" with "qualified". People of color, varying gender identity, varying religions, and other categories of minorities are certainly capable of being fully qualified to perform the work for which we are hiring. Hiring managers should not allow bias to enter into their hiring decisions, and as a result, should not actively recruit a diverse workforce. Rather they should ensure vacant positions are widely advertised in such a way to allow equal opportunity for all interested parties to be considered.

Personal and Professional adds emphasis to the member's leadership being involved--otherwise the statement is OK

I agree with the sentiment but have concern that this could be used as an ethics complaint should a member be unsuccessful or work in a non-diverse area.

"Diverse" is very vague. How about "representative of the community served"?

We should focus on merit.

No, no you're telling me what to do when Federal law already requires this.

It should sounds passive. I agree with the theme of this but should it be reworked... "Members are responsible to recruit.... " "Members will recruit... "

Again, strongly disagree with this. On surface this looks like a no-brainer, however, I believe this responsibility is understood. I am not sure what is coming next with ICMA. Will we have standards by which we govern managers on this tenet?

Seems we are putting responsibility on members shoulders when in larger jurisdictions they may not be involved in this decision making.

A diverse workforce has many positive aspects however this statement says the workforce should first be diverse then efficient, equitable, and inclusive. I believe you hire the right person for the job regardless.

Add "and inclusive" after "diverse" and you have my vote.

I agree, but would add at the end of the statement...that mirrors the community.

What about for those who manage in a city where there is very limited diversity? This new language puts them in violation.

The word "qualified " should be added before the word " workforce"

Delete the words "should be" with the word"IS"

I think this language needs further work. Not every member can draw diverse applicant pools for logistical and other reasons.

Why delete personal and professional? Should be the manager's core belief, so personal as well as professional responsibility.

I like the concept but do not like starting with "it should be..." why not just say "Each member will commit to recruit, hire, promote....."

"It should be" is a bad statement; replace with "it is a member's responsibility". Just mandate it.

actively is not a bad word-no need to exclude it.

This undermines the foundational task of a manager to hire the most qualified candidate(s).

Same affect as current tenant text, but is more consistent with the guideline.

This language suggests that "diverse" is a panacea. This proposal is extremely narrow.

I would like to add to the end "but not at the expense of an efficient and effective workforce". For example, if a department of all black women social workers has the option to hire a black woman or a white man but the black woman seems to be better suited and qualified for the position, hire the black woman even though hiring the white man would have increased diversity within the department.

More useless wordsmithing. This will drive some people from membership if they can't agree to the excessive political correctness demonstrated here.

I have no problem with the additions but I think there needs to be some language that specifies or indicates that HIRE, RETAIN, TRAIN, AND SUPPORT are based on merit.

Comments

I have to disagree because this can be used to justify actions that are not based upon merit.

Order suggestion - HIRE, TRAIN, SUPPORT, PROMOTE, and RETAIN . . .

I would add the words ' and encourage' afterSUPPORT BECAUSE THE MEMBER DOES NOT HAVE DIRECT HIRING OF ALL POSITIONS

Add "and qualified" after diverse

I would leave in the word "actively".

Personally I am committed to increasing the diversity of the profession. In California, it is unlawful to make hiring or other decisions on the basis of race and so an affirmative action statement like this would be in conflict with the state constitution.

In areas of the country with little or no diversity and in homogeneous communities, this guideline may prove to be unrealistic. Perhaps wording change to the effect that a member should strive to create a diverse workforce reflective of or greater than the community.

needs to have some mention of "reflect the community being served" instead of diverse

This seems duplicative. It seems to me we are creating a short and easily understood document into a legal work which requires specialized definitions to understand, where we should be able to turn to Webster's Dictionary to ascertain what is needed. The beauty of the US Constitution is its brevity and we should keep that in mind with the Code of Ethics.

Too much to ask members to be responsible to retain, and promotion should not be based primarily on diversity.

I disagree with the removal of "personal and professional"

None

I agree, but many Managers also appoint members to boards and committees and all of these tenets seemed to be limited to employee actions. Would like to see other appointments also included.

It would be nice if there was some sort of caveat in here about "whenever possible" or something to that effect.

Change "should be" to "is."

I would change the word "responsibility" to "objective". Otherwise, very good.

This statement implies that the member has duty to leave positions unfilled if applicants do not meet diversity test. Members should be committed to the fairness and impartiality tenet when making these decisions.

I believe in the "non-discrimination language" prior to this. If we get that right, then this isn't an issue. I would object to having to hire someone because my workforce isn't diverse, when I am treating everyone fairly up front.

I would keep the word professional

Add... AND INCLUSIVE ... in front of WORKFORCE

I think language should be changed that a member should try when possible, this reads like a mandate. Depending on many factors such as regional location, needed skillset, or available resources for recruitment or job advertising what if there is not a diverse applicant pool available from which to make a hiring decision?

"diverse" is vague, and needs to be better defined

I think "strive to recruit, hire, promote..." etc would work better here but i can live with this as is because its markedly better than the current language which reads like a federal or state law on affirmative action.

It should also be a member's responsibility to recruit, retain, and support a diverse community. The lingering effects of sundown communities is still present, a diverse community is a successful community.

and qualified

so divisive, seems like some very dysfunctional and prejudicial people with implicit bias are exposing their guild complex...

I don't disagree with the contents of the sentence, just don't believe it should be a new guideline

hire and promote go too far

I know equity is addressed elsewhere but feels like it should go here too.

Having a "diverse" staff is success; quality and merit don't count. Boy, have we drifted.

The proposed language oversteps with language such as "hire, promote, retain, train..". Every manager I know tries to do these things but budgetary constraints and a competitive job market may not provide for members to carry out this. Does a member get fired or censured because they didn't follow this guideline in retaining an employee?

Don't use the phrase "It should be.." Say "A member is responsible to..."

Given where a manager is located this may not always be possible.

The workforce needs to be more than diverse, it needs to be well qualified and trained.

don't need to capitalize "a"

The following phrase should be included: "at a minimum, consistent with the community's profile."

staff clearly indicates those which are directly under your supervision/management in your organization. Workforces is a more vague term which could be interpreted to reach outside the organization.

Should include: "that is reflective of the racial and ethnic population served." I recently asked the City of Mountain View about their diversity in hiring. Their answer: "Our employees represent all the diversity of trades." Enough said.

This is ludicrous. This will cause ICMA members to quit en masse, and would be the ultimate sign of the politicization of the organization.

Diverse means EVERYONE.

I agree with the sentiment but there needs to be a mention of merit/qualifications.

I would prefer language that indicated a workforce that matched the community.

It is my job to hire the best individual I can for each individual position. I have tried to recruit bilingual English/Spanish employees for five years. I've met with local Latino business leaders to get feedback, used recommended tools, even got a Spanish language pay incentive approved by council, and I still cannot hire bilingual employees. I can be held accountable for recruiting them, but how can I be held accountable for hiring them? I feel it is my responsibility to demonstrate to my council what I have done to intentionally recruit a more diverse workforce.

Comments

It's not that member's SHOULD have this responsibility. We are stating in our Code of Ethics that they DO have it. So ... how about "It is a member's responsibility to . . ."

The addition of this language in a single guideline is all that is really needed on subject of DEI. .

Splitting hairs. I'm disappointed with this survey and this proposal. If there is no meaningful change in the language please spare the thousands of members that this goes out to.

Change "it should be" to "it is".

I know the intent is just here, but it seems as though City Manager's should be hiring the best professional to support the community, regardless of how diverse the group is...candidly, in some City's there is no diversity, so ICMA would be setting those manages up for failure on having a diverse workforce - so the reality is that there are two areas of concern with this statement.

Suggestion: "ALL MEMBERS SHALL STRIVE TO recruit, hire,

Get rid of all "shoulds" and replace with "shall". Where is the accountability? How will actions, or lack thereof, be measured?

This one seems strange to me even in its original form. Not all members are in a job designation that gives them authority to recruit, hire, etc. It should say something that acknowledges members will do all that Within the limits of their assignments.

Members should be encouraged to of this. Responsibility is a strong word.

That should attempt to mirror the demography of the community it serves if possible.

I think it shouldn't just be a diverse Workforce. I believe it should be "...a diverse workforce representative of the community".

This guideline should also consider merit. Diversity is a great goal but as professional managers our communities deserve the best and brightest and if diversity can be achieved all the better.

With our communities possessing such diversity in population I think diverse without further definition to reflect community diversity will lead to conflict and confusion.

Maybe include language regarding reflection of diversity in the community as diversity will look different in different places.

We should also be hiring the most qualified person(s) based on the position's need.

Should there be language that the workforce should reflect to some degree the diversity of the community served.

This is better.

The workforce should be composed of the most skilled and knowledgeable individuals. A "Diverse workforce" implicitly implies that race or gender should replace education, knowledge, skills, and abilities as the deciding factors in hiring decisions. This is inherently discriminatory.

Though I would not capitalize A after It should be.

Diversity, as it is understood here, cannot be a determination in hiring and it cannot be a goal or workforce development.

It IS a member's responsibility to recruit.

"should be" sounds optional. It "is" a...

without regard to competency, capability, skill?

Unnecessary and politically charged.

delete It should be... & replace with It is a

Workforce OK, the rest no.

Says the same thing without the political rhetoric

Hire, promote, retain, train and support the best workforce available. I don't care the color of a person, the gender of a person

Many members are not in charge of hiring/recruiting.

SUPPORT A WORKFORCE THAT IS REFLECTIVE OF THE COMMUNITY.

It IS A member's responsibility to recruit, HIRE, PROMOTE, RETAIN, TRAIN AND SUPPORT aS diverse A WORKFORCE AS POSSIBLE.

Retain "personal and professional".

I fully agree with "recruit". Making "hiring, promoting and retaining" a "responsibility" puts many managers in a potential failure situation outside of their control. I'd be okay with language saying they should strive for all of that, but requiring it is problematic.

Promotions should be handled based on merit. It is important to hire, train support staff so that they are ready to be promoted based upon their merit. The proposed language implies members should promote diversity regardless of their ability.

If we expect complete inclusion, we must be willing to state that discipline and termination must be carried out with the same level of inclusiveness. We cannot be afraid to take negative action when merited just because the employee was previously encouraged by diversity and inclusive efforts.

replace "responsibility" with "objective"

I like this guideline change a lot.

Same issue as on other proposed changes. This is dictating a specific outcome. Diversity is a good goal to have. It is a good ideal to pursue, but this does not say pursue, attempt, etc. It says that it is the member's responsibility to have a diverse workforce. The goal of diversity must be balanced with the realities of a community's demographics and is also a secondary goal with respect to qualifications, fairness, hiring based on merit, etc.

Take out "it should be" and replace with just active verbs. Recommendation "Member responsibility to recruit...etc"

I would rather see a 'workforce that reflects the diversity in the member's community' than a more general charge for diversity.

Make the "A" prior to "member's" a lowercase letter "a"

I suggest adding to the end "diverse workforce AT ALL LEVELS." This addresses the concern brought forth in the previous proposed tenet changes regarding diversity in high levels of the organization.

"It is a member's responsibility..."

"Members are responsible for ensuring that the local government recruits, employs, trains, develops, promotes, supports, and retains a diverse workforce.

This could be contrary to the policy position of the elected body. While I agree diversity is important a member must also comply with the policy of the elected body. The proposed change could place the member in a difficult position if they promote a policy that is not supported by the elected officials.

I prefer the word "staff" to "workforce" as I believe "staff" better acknowledges that people are individuals (I think denoting importance) whereas "workforce" denotes to me we are just a mass group and/or just more like cogs in a machine. The essence of the change and additional words are fine.

I would keep "actively."

Not sure I 100% love it, but more encompassing.

See above comment!

Why detail the promote, retain, train, and support. Why not more, like coach, guide, mentor, etc. Simpler is better. I suggest: It is a member's responsibility to have a diverse workforce.

I am opposed to the politically loaded words of "diversity and inclusion" being used. Equal opportunity is understood by all and should remain

Why use "should be" and not "is"

I am all for doing this, as long as those who are recommended for hire, are the best, most qualified candidate for the position. Keep in mind that some of us do not have the authority to hire and fire; only recommend and the city council makes the final decision.

You are taking out the term "actively" prior to recruit. You need another word or phrase there, such as "seek". There are places where it is almost impossible to hire staff and that is regardless of any form of diversity.

Is hiring a diverse workforce more important than hiring qualified people? In smaller communities, particularly those with little or no local press, it is very difficult to reach a diverse population. State-wide job advertisement portals are accessible to everyone, but may only serve certain populations. Targeting populations that may access non-traditional news sources, or classified ads, can be a difficult task for an office of limited size (one person who does this as part of a much larger portfolio of responsibilities).

This is not feasible everywhere. We should make every effort to have a diverse workforce, but if we can't we can't.

I suggest to intentionally recruit, etc.

neither agree nor disagree

direct and to the point.

I don't care for the Guideline name change but I am ok with the proposed new language. Keep it Equal Opportunity.

Seems like we aren't changing any meaning, just trying to sound more virtuous.

The sentence above should end with, "that reflects the residents of the community." From a practical standpoint, how can you recruit a diverse workforce in rural Vermont? After you go old, young, male, female you have pretty much run out of diversity among white people. The employees of a city/county need to be largely reflective of the community they serve.

I believe a municipalities's work force should reflect the makeup of the community not some pie in the sky social construct. .

is diverse more important than the best? Maybe. Maybe not.

Assuming the member has hire/fire/HR powers...

You define "diversity", but how about "diverse"?

It should be the a member's personal and professional responsibility to actively recruit, HIRE, PROMOTE, RETAIN, TRAIN, AND SUPPORT and hire a QUALIFIED WORKFORCE

A diverse workforce is important and I support this change.

may want to mention something about a workforce that represents the community

The 'A' should not be capitalized.

Civil Service has a large impact on the ability to hire diverse workforce.

Comments

Civil service and other processes make this difficult to think about following through with.

Yes

the word hire should remain. The city manager typical serves as the chief personnel officer and approves all hires

If you think there are other tenets and/or guidelines in the ICMA Code of Ethics th...

If you think there are other tenets and/or guidelines in the ICMA Code of E...

Yes... Clarity and "teeth" are needed to language that deals with how the current manager addresses and/or refers to h/her predecessor. Constantly going to lengths to place the former in a negative posture to promote oneself is in conflict with ethical standards of professionalism and public conduct, yet it is happening more. We can't govern every behavior, but we should provide the standards and guidelines of what and what not to do. Thanks for the survey and the opportunity to provide feedback.

Thank you for considering our input.

I don't disagree with the tenets. I don't like the fact that these changes are being made so the ICMA falls into the "politically correct" / CRC mumbo jumbo of today. It bothers me that this organization is bowing to the pressure.

Thank you for the opportunity to participate in this survey.

I think updating is important as well as clearly communicating and illustrating what behaviors and actions are acceptable, encourage, expected versus just leaving it too vague. Thank you for the work and updating the tenants...they become ever more critical and significant in today's world.

My only comment as I am retiring after 44 years, 30 years in city management and 14 in academia, is to be careful about amending the code frequently in response to the current events. I have kept the ICMA code on my office wall for 44 years and used it lots of times for ethical dilemmas, and I did not need a Thesaurus to understand it!

None

some body with good writing skills should revisit the proposed tenets for clarity wordiness and bureaucratic language

Thank you so much for efforts and outreach on the important Code of Ethics!

Martha- Hopefully the comments on changes voted against are useful. Perhaps I did not have sufficient background to appreciate their nuances. Good luck.

Great work! Thank you. Rub among members I hear is ICMA's role using DEI for political advocacy; while some members undoubtedly do, at the core, ICMA's role is a professional well run government and to meet that objective we must have a diverse workforce to get the best employees possible to fulfill our mission and to best have government workforce representative of the community demographics

Not at this time. Thank you for this opportunity.

If you think there are other tenets and/or guidelines in the ICMA Code of E...

NA

Thank yo for the opportunity to respond.

These are great questions to pose and I agree with some of the edits to provide clarity on equity. Overall, I do not believe much change is needed in the ICMA Code of Ethics. Social equity is inherently a part of professional managers' ethos and these edits are not necessary clarifications. In fact, some of the proposed edits are redundant while others are overreaching and reactionary. Keep the equity based changes simple, clear and concise.

Understand that our founding fathers created a republic as the bench mark for public participation. The electors (general public) determine who gets elected to fill critical decision making opportunities for local government. If the elected fail to properly represent the general public the electors hold them responsible and remove them. Decision making is reserved for the elected officials with significant input from the public before a decision is finalized. The general public are not decision makers as implied in one of the previous tenants.

No further comments. Thank you.

N/A

not at this time

I am disappointed again with ICMA. I know many colleagues that feel similarly. The Code, as it currently stands, is sufficient in its expectations that members perform in a professional manner that represents and serves all citizens. ICMA has grown out of touch with its members as exemplified by this proposed overhaul that borders on insulting to me and every member who entered this work to build community and empower all people.

None. Thank you.

Thank you for allowing review.

N/A

Thank you for allowing a retired member of the profession comment.

As mentioned earlier, I would consider leaving tenet 4 as is, but adding a new tenet related to equity if it is determined that doing so wouldn't put ICMA in a partisan role.

If you think there are other tenets and/or guidelines in the ICMA Code of E...

Elements of Tenet 7 are outdated especially in this climate and I think will repel future folks from wanting to enter the profession. Mainly the personal advocacy of issues part. We are in an era where up is down. I think if issues arise that effect the well being of society at large it is borderline criminal not to say something. I think the adage of oh well you can resign is a cop out. If members don't defend their morals and integrity what do you have left. I think if the message to the membership is to just stay muzzled on everything cause you are a manager even if actions occurring are detrimental to society it is quite problematic and fewer, fewer people will enter the profession. Members are people too with families. We aren't robots.

none

Too bad ICMA is folding to the woke and cancel culture.

The guidelines under Tenet 7 related to elections are VERY problematic. While it makes sense that members should not participate in elections related to their governing body, the verbiage below, which extends restrictions on political activities to State and Federal elections, is a very significant infringement on members' ability to participate in the democratic process. "However, in order not to impair their effectiveness on behalf of the local governments they serve, they shall not participate in political activities to support the candidacy of individuals running for any city, county, special district, school, state or federal offices. Specifically, they shall not endorse candidates, make financial contributions, sign or circulate petitions, or participate in fund-raising activities for individuals seeking or holding elected office"

This is hard work. Thanks for the efforts to bring us into the future in a better position.

Thank you for taking this step. Well thought out recommendations.

Yes, but it is too much to discuss here.

One simple view is that the CM is there to implement Council policy, a more nuanced view is that this includes advising as to needs of community minorities or neglected deserving Council consideration. Raising community consciousness

Please provide a definition for Political Activity in guidelines for Tenet 7.

Please stop polarizing and politicizing our ICMA!

n/a

Unfortunately someone is thinking too deep. None of these changes change how a professional manager approaches the job.

If you think there are other tenets and/or guidelines in the ICMA Code of E...

I have been a strong advocate for greater efforts by municipal managers to further enhance the foundations of the Americans with Disabilities Act, specifically to advocate for the artificial and subjective thresholds that exist in making facilities and public places fully accessible. These new updates do not go far enough in that need for advocacy.

N/A

None

N/A

NA

I hope that the comments made by members are taken seriously. It is many members' belief that their input will in no way affect the decision-making process for the proposed changes. I also think that staff, in particular the Executive Director, should be held to not making our profession "Political". These are polarizing times and in many instances the policy, not the politics, can be one of the most effective services that professional administrators can offer to their respective communities. If ICMA does not return to being "non-political", and local elected officials feel as an organization we have become political, we may very well risk losing almost half of our membership. As a past State President, still active City Manager and someone who has for decades supported ICMA, I speak with great concern about our future and am tenured enough to have the intestinal fortitude to advance this sentiment.

Need to address revolving door contracting and job placement by resigning members and their immediate family.

I think your revisions are unnecessary and a knee jerk reaction to current issues that have arisen nationally that in my opinion, ICMA members have always acted and managed appropriately. I think your changes are quite frankly bullshit.

As noted in previous comments, I personally believe that equality should be prioritized over equity, as we cannot guarantee outcomes. Prioritizing equity may establish an unrealistic expectation, whereas equality provides a foundation for all.

No but I would like you to revisit Tenant 7. I think a manager has a right to elect her bosses. She shouldn't campaign for anyone and should keep their opinions confidential, but I think it is everyone's duty to participate in the democratic process and that includes the local level. I also think we should have the right to support candidates at a federal level, using proper discretion of course. This seems antiquated to me.

Nothing at this time.

The presentation of this material is excellent. Thank you for that. I like these changes a great deal!

If you think there are other tenets and/or guidelines in the ICMA Code of E...

While I don't agree with everything, considering what you're attempting to accomplish I think this is a good solution. If/when implemented, I will fully support it!

I encourage genuine/authentic engagement of community members.

Thank you for the hard work that went into this process and for the opportunity to provide input!

Integrity and truth should remain keystone to the "Code of Ethics".

I would guess that most Americans, from what I can gather, would rather have someone that is able to do the job well rather than just being diverse. I will not care what race or sexual persuasion a city manager is if my trash is not picked up and the streets are covered in potholes, I would be unhappy all the same, no matter who the person in charge was. As is the inverse, I would not care who is making the city run so efficiently, as long as I am able to live in a well maintained community. Those are just my thoughts and opinions, I certainly do not know much, but this is just what comes to mind. Thank you for allowing for the opportunity for feedback.

Our profession's Code of Ethics is a living document that must evolve with the time we serve and the people who have entrusted us with the sacred responsibility to fulfill our collective civic duty. I must confess to not fully grasp the need to amend certain aspects of our code. Then again, this year, I am to receive my 30-year service award.

I appreciate all of the thought and hard work you all have put into this process. It is so important and it is empowering to see this organization take it so seriously and put in the genuine work to make changes effective. Thank you!

Please remember that not everyone feels the same way on some of the issues. We are an organization that is worldwide and cultures are different that have different values than others. This is not something to look down upon, but to embrace that people come from different cultures. We lose our own identity when we forget our culture for the sake of being part of one organization.

I do not believe there has been adequate discussion among the membership that informs clearly to the membership this shift from equality to equity. I believe this decision will cause unintended consequences for many members and leans to far into politics and social engineering. We should be focusing on management issues and training.

N/A

Create a ICMA-CM type certification for Department heads. This would generate a lot more interest into ICMA by non County/City Managers. It would keep them engaged and create more revenue for more programs at ICMA.

I believe that this review is leading to improvements, and that we should now make the revisions, but come back for other review after we have a year or so to use the new language, so that we can see whether there are further revisions that can be made. This is a very important and extensive set of revisions. We are likely to have not yet made all of the changes needed.

None

I think Tenet 7 is relevant in this review. I draw this thinking from Dr. Shannon Portillo's presentation at last year's annual conference. Among her recommendations was we recognize the need to have political conversations, examine local government history, review existing practices and adopt policies that remove discrimination. Ultimately nearly every major decision is political. It is more important to refrain from partisan activities rather than political activities.

Not at this time.

I believe in diversity but most of these changes seem political in nature which we strive not to engage. There are assumptions to the level of authority some admins have. This could be read to change admins ordinarily in compliance with an ethics violation based on assumed level of control over the matter.

I have none at this time.

These changes seem to be long overdue. As a person of color that has recently joined ICMA and at the WCMA conference where some of these issues were discussed, this organization is in need of an overhaul to bring it into the 21st century and leave some of the discriminatory language behind. I hope that our City Managers can see the need for these conversations and changes to the Code of Ethics as change starts at the top. I vividly remember hearing a City Manager's thoughts on equity and diversity and it made me change my mind about the profession as if it was something that shouldn't be talked about. But that motivated me even further to be a part of the change that we need.

I think the either/or method of this survey may elicit false results

Thank you for all your hard work on this!

ICMA needs to remember that most of their membership serves in communities that are substantially different than the DC metro area.

I want to thank ICMA for considering and proposing these thoughtful revisions.

I really do not believe that these changes are beneficial or appropriate. They strike me as politically charged and that it is inappropriate for the ICMA to be championing this. The ICMA is supposed to be non-political.

If you think there are other tenets and/or guidelines in the ICMA Code of E...

No.

Thank you for the opportunity to provide input. I recognize the difficulty with developing a list of tenets that we can all agree upon. I agree with most of the changes; however, with a few of them, I think they are already well written to address the concerns being raised. It isn't the wording; rather, it's how we apply them that counts. I think our organization is already ahead of the curve. Look at our ICMA Board makeup and our director. In my area, there are more female managers than males. Frankly, I feel that we are living up to our tenets and creating more diversity. It's just about all that we talk about anymore. I think it's time to start transitioning back to focusing on the business of managing local governments with diversity being an important part of that.

I appreciate the work that ICMA is doing to bring a more appropriate level of responsibility for Managers to include DEI at all levels of a managers decision making. Good Work!

None

I appreciate the work

Language is important. But words like fairness, personal and professionalism never go out style. Our organization is force of professionals trying to our best in developing fair, efficient and consistent services to our diverse communities.

Thanks, I am happy with all changes as proposed.

Sad to see ICMA play into the political correctness that is tearing this country apart. Much of this should be without saying. Anyone who treats anyone discriminatory should not be allowed to serve/work in the public sector. Everyone should be treated fairly, but these splitting hairs with words need to stop; it just feeds the hatred.+

Thank you fir the opportunity to provide input

Great Job

N/A

I wholeheartedly support these refinements and this direction. Thank you!

I provided comments on my phone which makes editing and proofreading difficult.

I think most of the previously written tenants sufficiently met our needs regarding the organization's concerns.

If you think there are other tenets and/or guidelines in the ICMA Code of E...

ICMA has become a pathetic embarrassing shadow of its former professional self. It may be time to disassemble the entire organization.

Employees and officials of local government should be guided by the best service to the majority of the public served and not by the specific character traits of individual employees or those seeking employment b

I do not feel there are any other needed changes

No I do not.

Enough with the woke, social justice agenda. The ICMA Code of Ethics offers reasonably demanding and strict guidance for professional conduct. Let our service to our agencies and communities guide our decisions, not political correctness.

No. Thanks for asking.

None

none come to mind. Thanks for your work.

Excellent updates!

I think these changes are sufficient for this round and will greatly improve the CofE.

n/a

The tenets we all live by are also inclusionary in our State and local policies as well.

These are good changes. Also had issues with some of the wording that is being considered to be removed. In South Texas 85% of population is minority and the issue of fairness and equal treatment and listening to everyone had to do with political parties. I see it in our profession where a manager is hired by one side and does not provides services equally....good job

If you think there are other tenets and/or guidelines in the ICMA Code of E...

I believe something is missing in the ICMA Code of Ethics when it comes to the required proof when dealing with an ethics violation case. My friend recently filed an ethics complaint and went through the formal process. They were told it could not be deemed an ethical violation because there was no proof. While I understand that it is an important protection to require some form of proof, it does not benefit members to require surveillance in order to conclude something is an ethics violation. This can have extremely detrimental effects, when members do not feel safe or protected by the Code of Ethics. It invites discrimination and turns away people that have experienced it. I believe two eye witness accounts should be enough proof, particularly if those witnesses are able to obtain references or something to lend them credibility. I realize ethics cases can be very complicated and it is important not to be biased. But my friend experienced a very unethical and discriminatory situation and was told the case could not be deemed unethical, so clearly something is missing in the Code. That should not be able to happen with an effective Code of Ethics. Thank you.

I think there needs to be care when so frequently tying the terms equity and inclusion. There are times when the terms are overused, and insulting. Such overuse after a while begins to feel or sound insincere, like the terms are just attached to everything just to say we did. Yet there is no true substance to it or behind it.

Thank you

The proposed tenets all seem reasonable and reflect current practices. Thank you.

Elected officials in office should not be also hold down manager/ administrator position and should not be members of the ICMA.

Thank you for this review!

None.

Nicely done

N/A

Nothing to add. Thank you!

Overall, I think many of the proposed changes are weak and vague. I think ICMA should be able to come up with language that is more sincere, to the point, and useful.

I disagree with the majority of the wording chosen as I think it will lead to more prejudice within our communities (from all people groups) and distrust among the public for public management professionals. Maybe, if we really want to make an actual difference in promoting public management to groups not overly represented, we could go to the local classrooms and talk about our jobs and what we do. How we serve the public and elected officials. What government is (and also what it is not). How local government differs from state and federal. Lets recruit and build up now for the next generation as we've done a poor job with the current. This also means building those entry level (fresh out of high school or college) with no other requirement positions. "Entry level" does not require more than one year of experience in anything (even one year experience requirement is almost too much for an "entry level" position). Are we willing to take the hit in building up and losing people to other organizations or the private sector? From what I've seen, public employers would rather hire the person who will be there for 15+ years (and be a marginal employee) than take a chance on a rock star who will be there for three because they don't want to be constantly building up and training. This is to our detriment but I do understand it because we do not have unlimited resources. Then, after we've trained them, do we have places for them to go? Or are they hitting a grey ceiling? Great employees go where the openings are and if we don't have places for them to go (mid-level to mid-level manager positions), we celebrate their going because they are continuing to grow in a way that we could not provide for them (again, to our detriment). Rather than changing our ethics with a lot of hot air, lets go out and build up the next generation, provide positions where they can learn and grow, provide positions that they can step into for the next step of their career, and celebrate them leaving when we fail to provide those opportunities. Lets change the way we manage (it may lead to more inefficiency, which is a tough sell) but we've ran lean for so long that we don't feel ourselves withering away. And as a counter-balance, lets stop doing the things that don't work; quit investing in the DEI clobbering tool and invest in people, wherever they are in life.

NA

Political action, should the officer refrain from political action in other jurisdictions that is not in the purview of the officer?

There are several great changes and others that are very close but need some minor but substantive changes. We need to promote inclusion while recognizing we need to be careful that managers must operate in a wide range of community politics. In addition, we need to emphasize service to the community rather than individuals.

I don't know where this fits best. I'd like to see something that speaks to the preservation of democratic norms and institutions. I hate to say it, but a third of our "community members" think the Constitution should be tossed in the trash can and that principles of equality, equity and inclusion are "the problem," not the solution. So let's start with a member's responsibility to uphold these principles through ensuring unfettered access to the ballot box and in promoting, in word and deed, the foundations of our democracy in everything we do at the local level. If the response is, "that's too political," then we've lost sight of the history and basic underpinnings of local government management.

No

I believe some of the changes have merit as I have indicated and some of them could improve the code by including a portion of them. However, we should be careful not to overly complicate the Code of Ethics while insuring it covers all areas of ethical conducting that needs to be addressed within our organizations.

If you think there are other tenets and/or guidelines in the ICMA Code of E...

I believe the committee has done an excellent job of addressing key issues that need to be updated in the Code, but I also believe that practical examples for several tenets need to be explored before they are changed. Congratulations on your hard work in proposing these amendments

None

I appreciate the time and effort put forward to bring these matters to a vote on this important topic. However it appears maybe not enough time was spent making sure the language within each Tenet was consistent across all Tenets. Regardless, thank you for all the work.

Tenet three needs to be revisited and redefined. Specifically, "highest standards of ethical conduct and integrity" is not defined. At present, I cannot recommend ICMA membership to my colleagues in good faith with experiences I have had at ICMA events regarding member conduct. I do not trust that the code of ethics is specific enough, nor is it adequately and equitably interpreted to advance marginalized groups in the profession.

Please see my last comment about other appointments made by Managers to boards and committees.

Keep up the good work! I like the work you have been doing with this.

I assume that conflicts of interest are still considered and should be discouraged. If a potential conflict of interest arises, full disclosure should be required.

N/A

Per my earlier comment on Tenant 4, I think there is potential to expand upon this in the coming years to show that we have a commitment to the community's well-being. Living in a more polarized nation has certainly been an adjustment for many governments over the past decade, however members should always remember that while they serve in a community, their job is to ensure that they do whatever possible to ensure that the community is best-positioned for future success. Whether it is one year or one hundred years down the road, the goal of an expanded Tenant 4 should be to show that we want to serve the best interests of the people, but also reinforce how we do it.

Mine is a statement: I always shared the ICMA tenets with City Council members and staff, especially during evaluation time. I am not sure that the tenets allow all the city leaders or staff to completely understand what we are attempting to accomplish. I support the effort and agree with the changes in wording to some degree. My only hope is that we continue to make inroads into the promotion of democracy and equity of all members of our communities.

Note that I support the revisions, but provided recommendations for improving the language.

Many of these changes get into policy areas that should be left to elected leaders. ICMA should concentrate on effective government and not setting policy,.

If you think there are other tenets and/or guidelines in the ICMA Code of E...

I am concerned many of the changes recommended are serving to move forward a political agenda versus the effective and impartial management of communities. That is unfortunate.

I think steps should be taken or seeds planted that promote diversity in communities. I recently read an article about the lingering effects of sundown communities, and how they still remain homogenous.

I do not agree with the direction of the ICMA. We have become a political organization instead of a professional organization. Not good for professional manager's in the future if this trend continues.

None.

It seems clear ICMA is moving away from representing the management of public entities and striving to become a social justice warrior's enclave. To that end ICMA no longer represents me. I have a city to manage. You're not helping.

Reviewing these Tenets in a vacuum presents challenges because of the overlap between guidelines. Overall, the proposed changes appear to be aspirational and better suited to fit within ICMA's Declaration of Ideals. I support DEI initiatives but do not believe a Code of Ethics, one of which a member can be publicly censured for violating, is an appropriate place for these changes. Outside of enforceability, these changes may not be actionable to all of our varied membership, be it international members, members of strong mayor communities, communities with independent hiring commissions, or simply the various positions memberships currently have. The Code of Ethics should be applicable and actionable to all. Instead, these changes place members in an inviable position of making policy decisions that may not be in line with their elected board. I believe in the intent of these changes and agree that changes to the Code can be necessary. However, I also believe it's important to take a measured approach when doing so. Attempts to incorporate DEI language into every Tenet is not only not necessary, but points towards an emotion driven process that is dangerously close to being a politicized one. I have utmost respect for the individuals working on this initiative, but I don't believe these changes are appropriate or consistent with the majority of ICMA's memberships views.

No, I think you are overthinking this.

Thanks to all who participated in this process. I look forward to discussing these at next week's summer conference of the Oregon City/County Management Association with ICMA staff.

N/A

If you think there are other tenets and/or guidelines in the ICMA Code of E...

Let's recall the ICMA members that implemented discriminatory policies prohibiting the rental of property, and the use of city utilities, and city service without proof of citizenship. Also recall the ICMA Survey on Immigration which showed that most members feel they are not affected by immigration. All this to say, that the overwhelming membership is Anglo, male, from small to mid-size cities and with no interest in dealing with people of color or immigrants. Finally, there needs to be a tenant on law enforcement. City managers have the responsibility to determine the proper public safety posture for a community. How many are reviewing their police forces to see if racial discrimination is present or if there is an unusual number of citizen complaints about the police force. Ultimately it is policing that takes the center stage. I for one am tired of reading about another Black man shot in the back by white police officers. This is the American experience for men of color in our cities.

Please continue look 20 - 30 years out not just what the current trends are today.

N/A. I was apart of a great conversation at ICMA Midwest Regional about this concept. It is nice to see ICMA keep leaning forward to make these changes.

Please start focusing on helping us become better managers. Focusing on DEI has resulted in many of my colleagues leaving ICMA. We need them to make our organization better and our profession stronger.

All of these proposed changes are unnecessary and counter-productive. Go woke, go broke.

I would only say that while I agree with the focus on DEI being implemented into the Code of Ethics, I would be careful not to change tenets for the sake of changing and would should not remove references to merit. Recruiting/promoting based on merit/qualifications does not have to be mutually exclusive to promoting DEI efforts.

I sincerely appreciate the board ensuring engagement with such an important task. Thank you.

I agree with the spirit of all of these. Somehow, in editing by committee / consensus, however, the language got a little tortured in some cases! I realize further edits at this point could be complicated, but nonetheless...

It is unfortunate you list language at beginning not used in edits and key definitions for words at beginning not Board approved or assured Social Justice word just hangs out there; is it to be used later?

no additional comments.

I believe that ICMA staff needs to be held to the same ethical requirements as membership.

This is plenty at this time.

N/A

If you think there are other tenets and/or guidelines in the ICMA Code of E...

None.

Just want to say that this is great work!!! Thank you so much for the clarity and simplicity of the new tenets.

I do not have any further suggestions at this time.

Thanks for the thoughtful and extensive work done already, and for asking. I had to check "disagree" to suggest changes, but I AGREE in principle with all the changes! Just think some of the wording could be enhanced.

Good work that advances our profession. Many thanks for your efforts.

None. This process has played out largely as explained early on. As a middle aged white guy, my view is limited, but a lot of these changes seem superficial and in some cases water down the current expectations. I recognize that others may feel differently based upon their experiences, and maybe that ought to count for more in the end.

thank you all for this work. This exemplifies my beliefs when I joined ICMA in 1969. As my Mother said "Whatever you do, never lose your idealism".

I AM REALLY DISAPPOINTED. YOU HAVE MY COMMENTS INCLUDED ABOVE. THIS DRAFT ABANDONS ANY MENTION OF THE NEEDED EFFORTS TOBY PORFESSIONAL MANAGERS TO REACH CONSENSUS ON OPPORTUNITY, EQUAL TREATMENT, AND HONEST EFFORTS TO REACH IMPORTANT GOALS SUCH AS EQUITABLE POLICING, ETC.. YOU HAVE GONE BACKWARDS.

Tenet 5. Perhaps a guideline is relevant here to support the understanding of government's historic role in creating today's inequities as groundwork for policy options. Tenet 7. A definition of "political activities" is warranted here. There are many topics that carry different interpretations of politicization. For example, existence of women in the workforce is a political statement for some; existence of Chief Equity Officers is also seen as a political activity...

These changes to do not fully address IDEA tenets (inclusion, diversity, equity, and accessibility).

We should consider changing the name to "code of conduct." The primary difference between code of ethics and code of conduct is that a code of ethics is a set of principles which influences judgement while the code of conduct is a set of guidelines that influence employee's actions.

None at this time.

Local governments should work to treat individuals with respect and provide equal opportunities for participation.

If you think there are other tenets and/or guidelines in the ICMA Code of E...

Tenet 7 - specifically the guidelines on personal advocacy of issues. Does this impact marginalized members who may feel the need to take a strong stance on human rights issues?

I think there should be a guideline under tenet 8 about the need for managers to invest in their own understanding of issues of equity, justice, and inclusion.

Too much change makes our Code ridiculous and impossible to follow!

Just be careful to not come up with solutions ever in search of a problem to fix just because the media and academia tell you to. My two cents.

ICMA is on the wrong track with this initiative to advocate for "social justice." It is eroding the delineation of roles of the elected official and professional staff that is the backbone of the council/manager form of government.

As mentioned previously, I am all for hiring, promoting and including ALL persons that are the best and the brightest. No discrimination. We are pushing the gender equity, identity and diversity issue WAAAAAY too far!

Excellent effort. Thank you to all the members who made these changes possible

I have disliked the previous proposals to revise the Code of Ethics and I dislike this one. As far as I can tell this is being led by consultants from UNC and it should more properly be led by a committee of folks within the profession. The approach to these revisions needs to change.

No

No. Not at this time.

As much as we like to brag about our Code of Ethics, until we make it an ethical obligation within the language of the Code to report unethical behavior, we risk looking less than fully committed to ethical behavior. If I am so out of touch with the Code that I don't notice a violation, or if I notice a violation or suspected violation and never report it, it's as if the violation never happened or was encouraged. It is long overdue to require members to report suspected violations rather than ignoring them or expecting someone else to report them. If we cannot take personal responsibility for reporting and enforcement, do we really have a Code of Ethics? Or do we merely have words that can be framed on a wall so we can feel good?

If you think there are other tenets and/or guidelines in the ICMA Code of E...

I do not agree with the most recent vote to publically censure members of ICMA. Just ask them to resign their membership for a stated period of time but it is not fair to ruin their career in perpetuity should they make amends in the future unless due to illegal activities or other serious crime. I am aware of an individual currently who has been a long time member of ICMA and he performed a shady deal as a former town manager on his last day of work for a rather large New England community by signing over a piece of controversial town owned property on his last day without council. Not nice....he is now a top recruiter of Town Managers and claims to reign high on ethics in judgement of others?

What was once DEI is now IDEA for some professional and academic outlets. Most of this proposed language is really inspiring. Please take the 'A' (accessibility) into consideration for future proposed changes

Very good improvements. Thank you for your time.

Tenet 7 needs clarification. Does this mean with party affiliation or simply to lobby on behalf of your city.

Personal policies should be based on fitness and merit. Special treatment based on other factors should be eliminated.

In general there is a lot of use of passive voice throughout the tenets that result in a confusing and easily manipulated tenets and guidelines. It would be helpful to have all tenets considered additionally for clarity in communication which will result in equitable and inclusive enforcement of the Code of Ethics.

I am pleased to see ICMA consistently update the Ethics Code to reflect the current operations for government and today's workforce

I hope you publish all comments for the membership prior to Board action. Do not summarize, actual comments!!!

Great changes to the ICMA Code of Ethics.

Glad that we review occasionally just to ensure we are meeting the moment but concerned when we use jargon that has meanings that shift with political winds. ICMA should lead with standards and not follow whims.

Tenet 7. Elections. City Managers and County Executives should be able to support candidates in elections that do not directly impact their employment. For instance U.S. President or Senator. Perhaps even State Legislators.

None

Please keep in mind that the more we tinker and longer it gets, the less impactful the code of ethics could become. Adding ideas and reworking language is good, but we need to keep it succinct and clear.

If you think there are other tenets and/or guidelines in the ICMA Code of E...

Honestly, if all the changes are accepted as it, I don't know if I would want to continue ICMA membership.

Quit being WOKE!

These proposed amendments are deeply concerning. I continually hear that the organization is losing its focus on professional management, and these changes give credit to those critiques. The impact on the Code of Ethics that these proposed changes will have are not the direction that our profession should be taking as they are highly political and aligns the profession in a negative way for anyone outside of left-leaning communities.

Too woke for my blood

IN ALL CASES, LANGUAGE THAT BROADENS THE GUIDELINES RATHER THAN NARROWS SHOULD BE SELECTED

I cannot express how disappointed I am with ICMA for the way in which is trying to insert a political ideology into the ICMA Code of Ethics. Further, ICMA has not been open and transparent about what these words really mean in practice. I am also disappointed with ICMA's decision to insert itself into a hotly debated political issue. I believe this alone is a clear violation of our current Code of Ethics. It has been clear from the beginning of this process that the equity agenda would be forced down members throats whether we wanted it or not. I attended several of the feedback sessions and the overwhelming feedback I heard was opposed to these efforts to change such basic foundational principles. The lack of transparency regarding the real meaning and effect of these words (e.g. diversity, equity and inclusion) will mean that many ICMA members will be voting on things that have not really been accurately explained. Again, as a member for over 25 years, I am disappointed and frankly am decreasingly recognizing ICMA as the go to organization it has always been.

ICMA is abandoning its core mission of excellence in local government in favor of a highly partisan and divisive agenda.

I think was an important exercise to review our Code of Ethics. Thanks to everyone involved.

I am supportive of the efforts outlined. I am concerned our organization may be seen as becoming an "activist" organization rather than a truly neutral organization supporting and helping professionals manage their unique and individual communities. In some communities, a perception of an activist organization may result in lack of support from elected officials, our "bosses" in belonging and participating in the organization.

I'm a little disappointed by some of the proposed language. I 100% agree that equity, diversity, inclusiveness are all important responsibilities of cities, towns, and management staff, but I think the way these are written is not correct.

No comments.

N/A

Please amend anything to remove citizens and use the term residents!

Unfortunately, the devolution of public discourse--largely driven from one half of the political spectrum--is becoming the elephant in the room. (No pun intended.) When I have a resident come in with a Trump hat and a DeSantis shirt claiming that the 5G tower in his neighborhood is part of some Soros conspiracy, blah, blah, blah... the actual facts will not matter. (I've been called all shades of political epithets in my simple presentation of facts.) This has caused me to start applying my own personal Ethics Tenet: "You do not have to suffer arrogant fools." If the fierce and defiant defense of facts and common sense veers into the realm of "political speech" so be it. My ICMA Ethics are very important, but play second fiddle to my devout adherence to facts and our shared own morals. We--ICMA--are just sitting around, letting it all be torn asunder. At least when Nero fiddled, he was making music.

THERE IS NOTHING ABOUT ENVIRONMENTAL JUSTICE.....Let's continue to heat the earth.....close our eyes and pretend as an organization that Climate Change doesn't exist. When do we stand up? In 2050 when it might be too late. We believe in Equity all the way up until we have to deal with Environmental Justice that is typically hitting and hurting the most vulnerable in our communities. Shame on us.

I would strongly encourage ICMA to address the duty to environmental stewardship in the code of ethics. In addition to advancing race equity, maintaining a habitable ecosystem is an urgent and necessary public policy issue of this century, which is relevant (and increasingly urgent) for all members.

Not at this time

End of Report