

AAPA EXECUTIVE MANAGEMENT CONFERENCE

San Diego, CA

May 6-10, 2019

Board Management Relations

Board Management Relations

Two Parties involved in the Relationship

The Board

The Management

Responsibility of the Board



Responsibility of the Board

- Set Policy

Responsibility of the Board

- Set Policy
- Hire the Executive Director

Responsibility of the Board

- Set Policy
- Hire the Executive Director
- Approve the Budget

Responsibility of the Board

- Set Policy
- Hire the Executive Director
- Approve the Budget
- Approve the Strategic Plan
- Approve the Capital Budget

Responsibility of the Board

- Set Policy
- Hire the Executive Director
- Approve the Budget
- Approve the Strategic Plan
- Approve the Capital Budget
- Handle the politics

Responsibility of the Executive Director

Responsibility of the Executive Director

- Hire Staff

Responsibility of the Executive Director

- Hire Staff
- Strategic Plan

Responsibility of the Executive Director

- Hire Staff
- Strategic Plan
- Budget

Responsibility of the Executive Director

- Hire Staff
- Strategic Plan
- Budget
- Capital Improvement Program

Responsibility of the Executive Director

- Hire Staff
- Strategic Plan
- Budget
- Capital Improvement Program
- Reporting to the Board

All Commissioners Need to be Informed:

All Commissioners Need to be Informed:

- Financial condition of the Port

All Commissioners Need to be Informed:

- Financial condition of the Port
- Budget process

All Commissioners Need to be Informed:

- Financial condition of the Port
- Budget process
- Procedure for staff contact / questions

All Commissioners Need to be Informed:

- Financial condition of the Port
- Budget process
- Procedure for staff contact / questions
- Media training

All Commissioners Need to be Informed:

- Financial condition of the Port
- Budget process
- Procedure for staff contact / questions
- Media training
- Existing Board policies
 - Meeting procedures
 - Responsibilities of Board members
 - Press contact procedures
 - Travel policy
 - Problem / crisis management plan

New Commissioners Need to be
Educated:

New Commissioners Need to be Educated:

- Briefing on port powers and legal requirements

New Commissioners Need to be Educated:

- Briefing on port powers and legal requirements
- Update on the current “problems”

New Commissioners Need to be Educated:

- Briefing on port powers and legal requirements
- Update on the current “problems”
- Organization chart & introduction of staff

New Commissioners Need to be Educated:

- Briefing on port powers and legal requirements
- Update on the current “problems”
- Organization chart & introduction of staff
- Tours of facilities and introduction to tenants

Manager Faux Pas

Manager Faux Pas

- Surprise the Board (pleasant or otherwise) at a Board Meeting or elsewhere

Manager Faux Pas

- Surprise the Board (pleasant or otherwise) at a Board Meeting or elsewhere
- Lie to a Commissioner

Manager Faux Pas

- Surprise the Board (pleasant or otherwise) at a Board Meeting or elsewhere
- Lie to a Commissioner
- Inform only a few Commissioners

Manager Faux Pas

- Surprise the Board (pleasant or otherwise) at a Board Meeting or elsewhere
- Lie to a Commissioner
- Inform only a few Commissioners
- Take ALL of the credit

Manager Faux Pas

- Surprise the Board (pleasant or otherwise) at a Board Meeting or elsewhere
- Lie to a Commissioner
- Inform only a few Commissioners
- Take ALL of the credit
- Forget you need BOARD APPROVAL (not just one Commissioner's) to act

Manager Faux Pas - continued

- Be active in Commission elections or Appointments

Manager Faux Pas - continued

- Be active in Commission elections or Appointments
- Deal with the media without Commission (especially the Chair) present on upbeat announcements and awards

Manager Faux Pas - continued

- Be active in Commission elections
- Deal with the media without Commission (especially the Chair) present on upbeat announcements and awards
- Allow Commissioner(s) to negotiate contracts, leases, or labor agreements

Manager Faux Pas - continued

- Be active in Commission elections
- Deal with the media without Commission (especially the Chair) present on upbeat announcements and awards
- Allow Commissioner(s) to negotiate contracts, leases, or labor agreements
- Allow the Board to decide a MAJOR ISSUE without a staff recommendation

Executive Director's "Should Do" List

- Provide for early involvement of the Board

Executive Director's "Should Do" List

- Provide for early involvement of the Board
- Package information in an understandable format (key issues and no jargon)

Executive Director's "Should Do" List

- Provide for early involvement of the Board
- Package information in an understandable format (key issues and no jargon)
- Provide historical, operational, and financial impact data

Executive Director's "Should Do" List

- Provide for early involvement of the Board
- Package information in an understandable format (key issues and no jargon)
- Provide historical, operational, and financial impact data
- Share ownership

Biggest Problem

How to Control a

"Rambo Commissioner"

- ***TELL ME*** - I will forget
- ***SHOW ME*** - I may remember
- ***INVOLVE ME*** - I will understand



What did I leave out that you want to discuss?

What did I leave out that you want to discuss?

Leadership vs Management

- **Leadership** means “doing the right thing”

Leadership vs Management

- **Leadership** comes from the Board
- **Management** comes from the Executive Director

Leadership vs Management

- **Leadership** means “doing the right thing”
- **Management** means “doing things right”

Port Management in Action

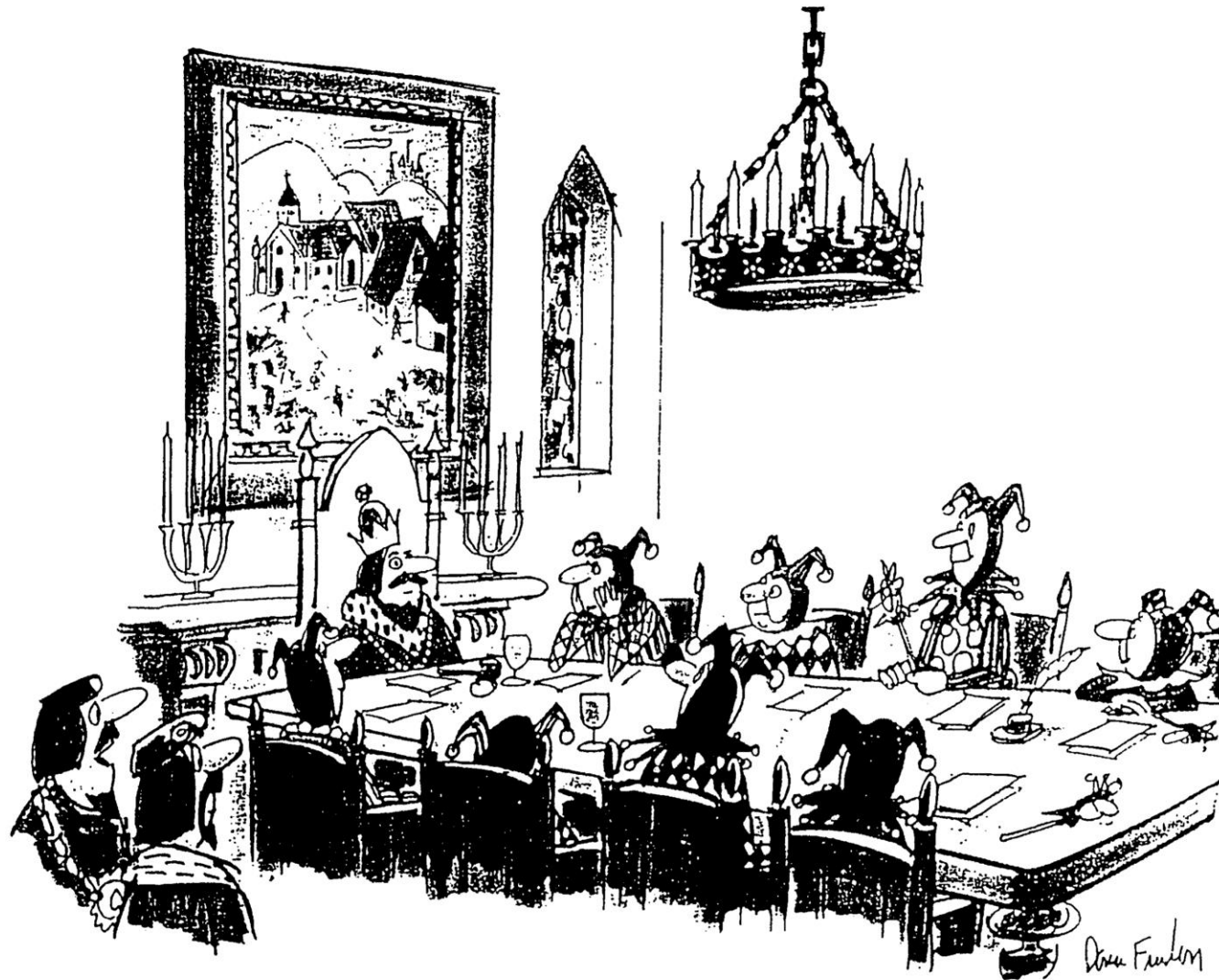
- The **Executive Director** is responsible for pulling Wagon.

Port Management in Action

- The **Executive Director** is responsible for pulling Wagon.
- The **Staff** is responsible for pushing the Wagon.

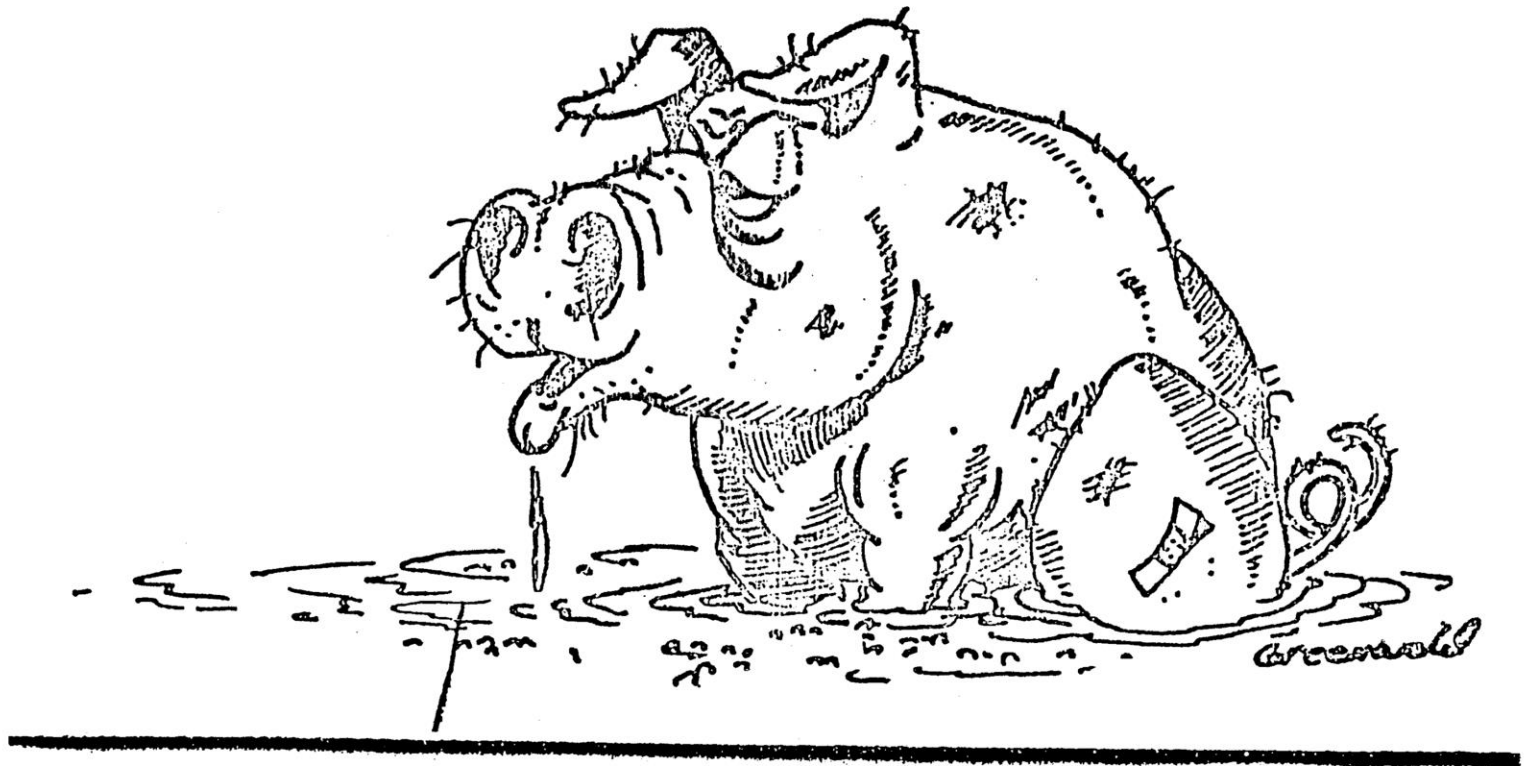
--and--

BOARD ROOM - PORT OF *****



"Frankly, it's no better or worse than any other form of government."

Never try to teach a pig to sing,
it wastes your time and it annoys the pig.



- The **Commissioners** are responsible for putting the correct wheels on the Wagon and the inappropriate wheels in the Wagon.

