

# **AAPA EXECUTIVE MANAGEMENT CONFERENCE**

Tampa, FL  
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# Responsibilities

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- The **CEO** is responsible for carrying out policies and steering the organization in the direction set by the **Board**

# Relationship between CEO and Board

- What does the CEO do for the Board?
- What does the Board do for the CEO?

# What does the **CEO** do for the **Board**?

- Financial condition of the Port
- Budget process
- Operation results
- Facilities (including Waterway & Real Estate)
- Capital Projects
- Community Relations
- Media Relations
- Legislative Issues  
(Continued)

# CEO's "Should Do" List

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

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

# What does the **CEO** do for **NEW Board Members**?

- Briefing on port powers and legal requirements
- Briefing on Existing Board Policies
- Update on the current “problems”
- Organization chart & introduction of staff
- Tours of facilities and introduction to key Staff Members



# What does the **Board** do for the **CEO**?

- Vision Statement / Mission Statement
- Policies
  - Meeting procedures
  - Responsibilities of Board members
  - Press contact procedures
  - Travel policy
  - Problem / crisis management plan
- Set Goals for and review progress of CEO
- Politics

# What does the Board NOT do?

- Give direct orders to Staff
- Ask CEO to hire an individual
- Make Promises to Public (Constituents)
- Talk to the Press
- Negotiate with Vendors, Contractors, etc.

# 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
- 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

# Board / Staff Relations

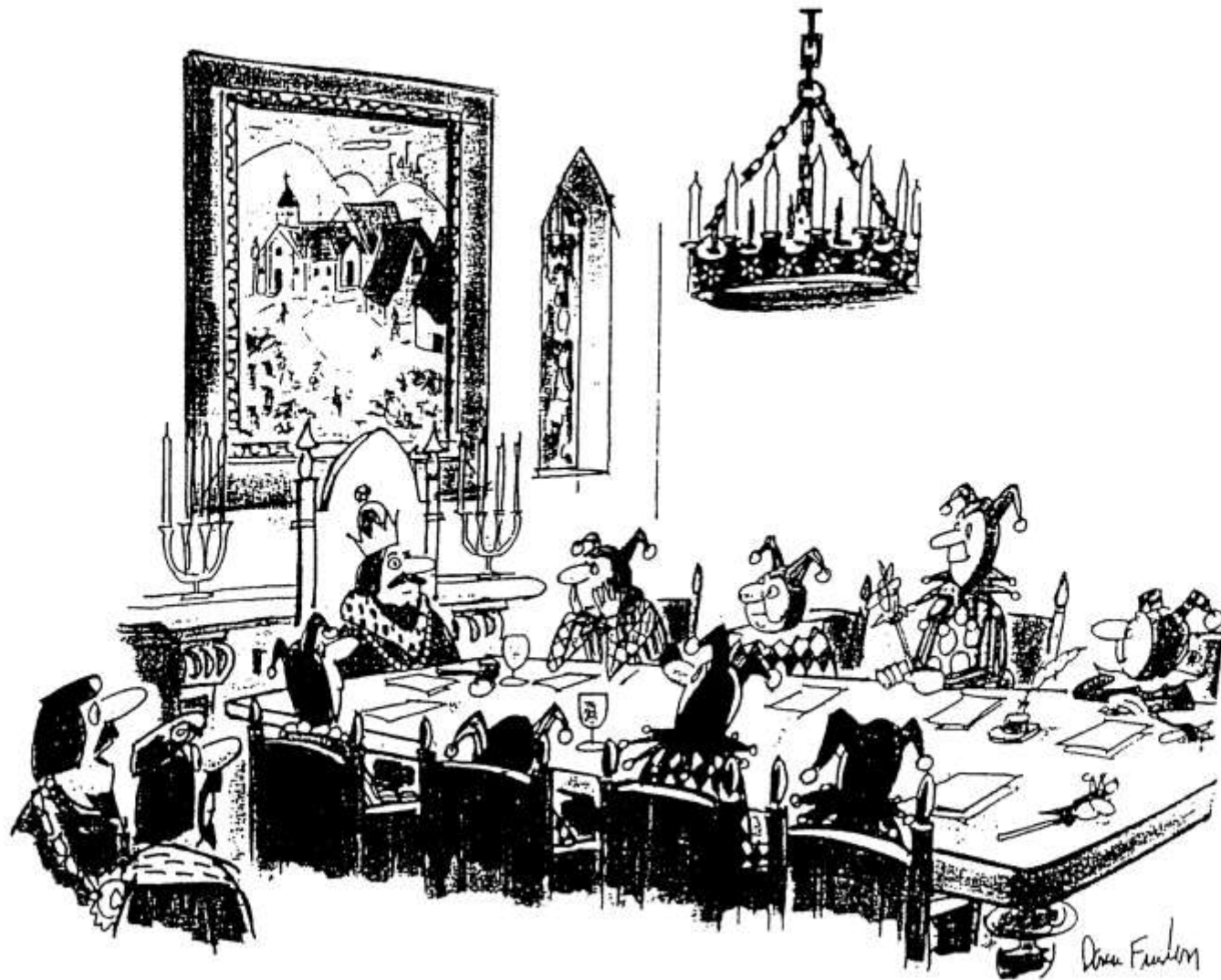
- **Commissioners** contact Staff
- Staff contacts **Commissioners**

# Biggest Problem

How to Control a .....

***"Rambo Commissioner"***

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.

