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 date
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 date
• 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 the Wagon.

- The **Staff** is responsible for pushing the Wagon.

--and--
“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.