

CITY MANAGER VS PUBLIC ADMINISTRATOR IN THE CURRENT ECONOMIC AND SOCIAL DEVELOPMENT

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Abstract: *Romanian public administration modernization is a key objective of governments declared that they have succeeded in recent years. An example is the project run by CUPAR to promote public administrator function, depending institutionalized by Law 286/2006. Inspired by the American model of city manager (this being the original name of the function), it aims to increase professionalism in the local government of Romania and to ensure separation of the political administrative landing. City Manager is a professional administration and is the leader of this team. Personality and his professional interests have a major impact on the locality. The role of city managers all Americans are to help local authorities to improve services provided to citizens. The success or failure of a city manager bases on developing a close working relationship with the mayor and city council members. Often, their concerns have priority and the city manager must continuously inform on all issues of interest. American counterpart city manager, if one may say that, in the Romanian administrative system is the public administrator. Function was introduced by Law 286/2006 amending the Law on Local Public Administration, 215/2001. The main duties of public administrators in Romania are: exercise main credit quality, coordination of various public services, direct relations with the public (audience, addressing petitions). Media relations, relations with non-governmental organizations, writing projects with extra-budgetary funding. A comparison of the two administrative functions considered appropriate given that too many times in Romania, and here are considered only issues concerning the public sphere were adopted techniques, methods, practices considered successful, the West without accommodate the local environment, techniques, in many cases failed to achieve its objectives or even causing an adverse effect.*

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Introduction and definition of concepts

Political and administrative organizations of local authorities in European Union countries have a number of basic characteristics in common.

First, the political bodies in each municipality representative, is the result of democratic elections. In almost all municipal entities there is a political leader, recognized as such, whether the function of such person is mentioned or not. This leader can be elected directly by citizens or by the governing board members or appointed by the central government. Political and executive powers of the people can vary greatly. Also, in most municipalities have at least one person whose role is to:

- ♣ manage, coordinate and supervise the organization of government;
- ♣ to provide advice to politicians;
- ♣ to ensure rational use of public resources, efficiently and in accordance with law.

These three features reflect the principles governing the organization of local government. Two decades ago, City Manager was usually a senior civil servant (age than in the organization), with a basic training in financial and legal. Experience in local government was seen as the most important requirement to fill such a post. This experience was gained through specialized training programs in public administration training institutes in their respective countries.

As regards public administration, legislation in European countries has not institutionalized a stable space professionalized management that can be separated from politics. The legislature has often opted for a president of local government, leaving the option of delegation of management tasks. The political dimension as prevail in the executive or management functions, the administrative expense of the organization (Soto, 2003).

Therefore, in recent years, European governments have chosen to modify some parameters bureaucratic organization for flexible management methods, with emphasis on the economic side and individual performance. Attitude in the City Manager has changed as a result of awareness that managerial skills are more important than specialized training. Effective management of public institutions realizes that an organization requires management skills and specific knowledge on effective use of human resources. Currently, among the decisive factors for the appointment of a City Manager holds the largest share of the management skills, combined with experience in local government.

"Professionalization" management has its sources in the need to differentiate the role of elected officials from that of technical professionals in other words; policy must be distinguished from the implementation (Ramió, 1999).

Among European countries now applying a model of coordination of local public services by a person other than the Mayor, City Manager shall include: Belgium, Denmark, Germany, Ireland, Latvia, United Kingdom, Netherlands and Sweden. Given the strategic position they occupy City Manager, it is preferable to have higher education. Expertise is less important because the management team, City Manager working with department heads, who have specialized training. Implementation of effective management in public administration has its origins in the United States and Western European countries (especially Anglo-Saxon), where community services are organized based on specific mechanisms of the private sector, in coordination with City Manager / Executive Director.

Such notice the existence of the following items from the U.S. literature the role of City Manager is defined and explained so well (Journal of Public Administration Research and Theory, Vol 20, Issue 2, pp. 461-476, 2010): "Many times the city manager faces an important issue that influences political existence. According to this article, which has as its main subject study investigating the mechanisms that lead officials elected to postpone work to develop policy manager, city manager faces a number of factors such as experience, professionalism, relationship with Council members, which is

the main reason of failure. Data from this study show that city managers leading image detrimental earn their administrative authority through their ability to manage and develop policies to achieve objectives. Thus, managers must reconcile the inherent tension between responsibility and respect. "In other words the content of this journal of public administration refers to the City Managers ability to impose its political influence in their activities, to achieving the targets. Such notice, the influence of a City Manager gets stronger at the expense of their administrative authority.

The definition of the City Manager in foreign literature we find in Elgie McFayden Jr.'s conception, in his "City Managers: Impact on Citizen Participation in Local Government", that the objective side of this concept: "A city manager is a administrative officer, who is usually appointed to serve as chief administrative officer within the Board. A city manager is clearly responsible for the City Council, but is much less likely that the image of responsible dethrone a strong mayor. To be held accountable for their decisions often unpopular fiscal policy they should respond to voters. Another fact to consider is that it is difficult for voters to hold board members responsible for inadequate social and fiscal policies, because power is decentralized; city manager is appointed and usually has a contract with well-established tasks legal point showing their performance in some time. This paper analyzes the impact of the Government Board on the relationship between citizens and local Administrative. The objective of this paper is to determine whether a current city manager has a negative peace on the level of interaction between citizens and local government and if it decreases the influence of citizens in social and fiscal policies. (Elgie McFayden Jr. City Managers: Impact on Citizen Participation in Local Government).

On the other hand as "The International Conference on Business and Commerce" on the topic "The city manager: from the U.S. experience to Romanian reality" city manager is seen as an entrepreneur, a bureaucratic set in contrast with the political entrepreneur is relatively more prudent in the proposed policy and more likely to support new ideas that have been "verified" their associated professionals. (Teske and Schneider 1994). The literature offers another perspective on the city manager. This route to success is their move to larger cities and better paid, but there are still a few city managers who enjoy office in small towns, poorly developed. (Bowers and Wilbur, 2000).

City Manager

In the United States of America, a city administration was and is a complex process. It was found, thus the need for a professional administrative leadership at the local level. To this end local authorities have decided to hire specialists in government to work in team and to provide effective and quality services to citizens.

City Manager is a professional administration and is the leader of this team. Personality and his professional interests have a major impact on the locality. The role of city managers all Americans are to help local authorities to improve services provided to citizens. In the U.S., cities and regions have established the position of "city manager" from the early twentieth century. In communities that have decided, by resolution entered

in the "charter" school, administrative use system that includes city manager is the key character in all activities to increase living standards in these localities.

It is possible to define in detail the role of city manager not be a rigid definition. Under the idea of decentralization on which the whole American nation, each community chose a model and created detailed specifications for city administrator, best for those features. Therefore may be suggested in terms generals of important factors that shape the role of a manager and general nature of the job. In the U.S., administrator may be mayor of a city, region manager or general administrator who are appointed by the local or primary. To remember is that all these categories of administrators have a lot in common, and one can browse more of these steps along his career. City manager as a community change as expected.

They are involved in the processes by which the community decides what to do and what means to be used, sometimes on issues that go outside the formal jurisdiction of the municipality. Public confidence is very important. Equally important is that the city manager is a person that people trust. City manager needs citizens to accept and have confidence in him. City managers rely on the experience of the regular members of Hall, who are specialists in their fields: financial manager, financial director, personnel director, chief engineer, and chief architect. Regarding the educational formation city managers, are required in higher education and recommend administration and master studies published studies focus on public finance and legislative aspects of public administration.

Generally, a city manager undertakes early career in a small town, where gain experience and become familiar with administration issues. From here, city manager may advance in their careers, engaging in localities increasingly larger. This feature has disadvantages and best known is that a change of mandate, city manager is first on the list of substitutes, regardless of the professionalism they demonstrate. In the context of the political system of the community, city manager is involved in a series of relationships with the mayor and city council, with subordinate employees with other public authorities and citizens. Creation, maintenance, maintenance of these relationships is part of the daily experience of public administrator. The important relationship is that the heads of departments and City Hall staff and must be built on trust.

The success or failure of a city manager depends on a close working relationship with the mayor and city council members. Often, their concerns have priority and the city manager must continuously inform on all issues of interest.

Table 1 Average annual salary for elected executives and managers who hold the position of the local management, USA

Occupation	Salary (\$)
City manager	94,992
Assistant chief administrative officer	89,000
Engineer	85,424
Information services director	83,000
Fire chief	79,123
Chief financial officer	79,045
Human resources director	78,234

Human services director	75,961
Economic development director	73,590
Parks and recreation director	71,593
Public works director	71,427
Chief librarian	57,163

Source: developed by the International City Management Association

Public Administrator

In Romania, public administrator function was regulated by Law no.286/2006 amending and supplementing Law no. 215/2001 local government. One of the innovations introduced by Law no.286/2006 is the introduction of public administrator, creating the legal framework for delegating certain tasks to the mayor / chairman of the county public administrator.

The legislative framework provided by this law allows mayors / presidents of county councils to engage, under a management contract, a public administrator responsible for coordinating specialized device or public service at local / county. By delegation, he may exercise the chief quality officer. Public administrator may be employed on a proposal Mayor / Chairperson of the county, with approval of the local / county as a result of competition, the maximum number of posts approved. Appointment and dismissal of public administrator are made by the mayor / chairman of the county on the basis of procedures and specific tasks approved by the local / county.

Also, intercommunity development associations may decide to appoint a public administrator for management services of general interest subject association. Recruitment, appointment and dismissal of public administrator intercommunity development associations are made according by Law.286/2006 amending and supplementing Law no.215/2001 on local public administration, republished, based on specific procedures by their boards of directors and approved by decisions of local and county councils concerned. (Law no.215/2001 on local public administration republished, Chapter VIII, Art.114).

Institution as a public administrator is bottom-up initiative (Public Administrator's Guide, 2007, p 28) of local government in an attempt mayors and presidents of county councils to delegate a multitude of their duties. Romanian public administrator has increasingly become a reality in communities inspired model City Manager. Its presence has emerged as a viable solution for local officials in the separation of attributes specific management representative and current activities. Public administrator function comes as an alternative local Romanian, was introduced into law in mid 2006.

Local realities require a change in system performance by redistributing tasks locally by primary and / or presidents of county councils, to streamline administrative act. Although the institutions of public administrator work in some administrative units, it was not yet introduced a bill. No local government law.215/2001 does not restrict the adoption of local development policies, but does not specify the nature of these initiatives, which required an amendment of it.

The main duties of public administrators in Romania are: exercise main credit quality, coordination of various public services (Service Management and Community Public Service and Fire Emergency, Community Police Service, security and order of services for social assistance, Department of Population, education, health service, sports, culture, public service for local public finance, local taxes), direct relations with the public (audience, addressing petitions), media relations, relationship with non-governmental organizations, writing extra-budgetary funded projects. Note that these duties are not distributed uniformly in terms of public administrator job description, at the county councils and / or municipalities (of city, town or village). Not all public administrators have the same powers, but they differ from one political subdivision to another. For example, not all public administrators have been delegated the task of authorizing officer. Others were delegated this authority, limited to a certain level or not. Justifying its delegation to the mayor, it may concern different aspects, some referring to the trust and loyalty capabilities.

On the status of public administrator, it is not a public official in the mayor's specialized unit, but has the quality of contract staff, as reflected in the law which states a contract of management between primary and under which the administrator will accomplished latter duties. Moreover, this is strengthened because the not specifying text Law 188/19994 or within Law 286/2006 of any references that we could conclude that the public administrator would be considered a public official.

Quality staff and not official contract implies a lower wage regulating public administrator, which increases the primary instruments available to motivate his subordinate, or to reward their merits. Thus, according to O.G. 10/2007, salary of a public administrator will fall within certain "limits, with the minimum basic salary of secretary administrative unit and the maximum salary of the mayor, president of the county or the mayor of Bucharest, as appropriate" (Government Ordinance no.10/2007).

City Manager and Public Administrator: commonalities and differences

A comparison of the two administrative functions considered appropriate given that too many times in Romania, and here are considered only issues concerning the public sphere were adopted techniques, methods, practices considered successful, the West without accommodate the local environment, techniques, in many cases failed to achieve its objectives or even causing an adverse effect. Comparison will run on multiple dimensions, so that on each of them to highlight the main similarities and differences.

1. Obligation and the flexibility of function

Appearance probably closest public administrator in Romania American city manager is optional nature of their freedom for those who wish to implement function to determine the powers and functions they want to place them in the task manager (flexibility). Thus, both in the U.S. and in Romania are an optional function, any territorial administrative unit not obliged to adopt. In the United States may be correlated with the optional nature historical tradition of local autonomy that characterizes the U.S. administration, while in Romania can be correlated with the optional nature of opportunity and even constitutional issues (Ciochina Bakirci, 2006).

2. Adoption function

At this level, the mode of adopting the public administrator function, that the council manager system in the United States, there is a difference between the first two cases. The comparison is even more difficult for American since there is no uniform system of adoption of the model, most often this shift achieved by means of a chart that can be adopted but the unit administratively at the county level or State, by decision of the local deliberative or by referendum (Willingboro Township, New Jersey in 1960). If the U.S. rule is that deliberative is designating the city manager, mayor returns to Romania this role, which, in addition to and take the initiative in this respect, in other words, even if the council will introduce the public administrator function in lack of initiative in this regard came from the mayor, it cannot be adopted.

3. Political dichotomy Directors

Like the U.S., public administrator is meant to ensure separation of the political landing administrative. Important to note is that the model manager in Romania is rather similar in this respect with authentic model system manager council, city manager model in which it was reserved for a significant role in public policy process, role theory has been excluded by 1920, but exclusion was not a realistic approach.

4. Relationship with the council

At this level there is a significant difference between the case of local public administrator and city manager if the U.S. and that is because in Romania the public administrator is appointed by the council, while in the U.S. is. But from this fact, relations between the two bodies in the two cases are significantly different. First, in the U.S. rule is that deliberative appoint and dismiss the city manager, while in the case of Romania, the mayor appoints and dismisses the public administrator, based on procedures, criteria and specific tasks set by the council, the mayor's proposal. Hence, they under other differences as well that if the assessment manager is the city council, if the administrator is the primary, as superior.

5. Roles vs. city manager. Public administrator roles

Again, in terms of roles, the two compared cases rather different than similar, differences being generated by the method of selecting the city manager and how to appoint the public administrator. Thus, if the American manager is accountable to the local council is responsible for implementing its decisions, the management of its own human resources specialist, has a duty to provide advice and counsel, the budget drafting and submitting for Council adoption it so., where the public administrator tasks are more variable and limited: task of implementing decisions of the local council is still the remit of the mayor, according to local government law, influence public administrator in this regard depending on the level of responsibilities held within control Mayor specialized device that met deliberative decisions. Anyway, formally speaking administrator implements the local council decisions, unlike, therefore, his American counterpart.

Also the role of city manager and the public administrator and consulting expertise to ensure the council, public administrator and city manager may exercise such a power, and even being recommended to ensure good relations with deliberative. Obviously, such a task is but necessary and defining its relationship with the mayor, regardless of its delegated responsibilities, as evidenced by the public administrator's

guide: "Public Administrator participate and be consulted in the allocation of material resources, financial, human and information, as a condition of exercising the function has been invested and program implementation and performance indicators set out in contract management (Public Administrator's Guide, p 19).

In Romania, the position of city manager in a meeting in localities such as person Resita Aurel Gheorghiu, Galati - Florin Poa, Iasi - Michael Chirica, Piatra Neamt - Bogdan Puscasu, Ploiesti - Lovin Constantin, Baia Mare - Basil Barbul, Brasov - Gantz Miklos, Sector 6, Bucharest - Cristina Parvulescu, Botosani - Adriana Zaiceanu, Arad - Claudia Lean and Hârșova - Dumitru Ifrim. In addition to these localities come across the city manager position in another government, but in most cities and towns this feature is missing or "confused" with the mayor, the latter exercise the responsibilities city manager, even if does not have specialized training for this function.

To address this issue believe that the creation of a portrait of the city manager would be able to operate in the Romanian administration is very welcome, because to have an efficiency as high in the Romanian institutions and also to modernize their be adopted and integrated this feature in the Romanian system. So I think that the main tasks that must also have this function and load that must be met to consist of:

- ability to cooperate and to associate with foreign-administrative units and to join an international association of administrative units will be notified to the Ministry of Foreign Affairs and Ministry of Interior;
- The main credit quality;
- ability to perform, under a management contract concluded in this respect the County Council or the Mayor, responsible for coordination of specialized equipment or services of county or local government;
- coordination of various public services (Service Management and Community Public Service and Fire Emergency, Community Police Service, security and order of services for social care service Population, education, health service, sports, culture, public service for local public finance, local taxes);
- direct contact with the public (audience, addressing petitions);
- relationship with the media;
- the relationship with nongovernmental organizations;
- writing extra-budgetary funded projects

Also between primary / county council president and city manger must be closely linked as a collaborative relationship to meet the public interest, a relationship in which the position of city manager should not depend on the political, the political changes taking place local / county or the policy of the party in power, which in most cases do nothing else than to denigrate the citizens' demands for their own interests. A city manager should be someone who knows all that is knowledgeable and very thorough. City manager should not have any connection with politics. His only concern should be to make a good job. The purpose of his work is to relieve the primary current affairs of the village. This mayor is only occupying the city development strategy and the community has chosen to represent various local and international meetings. In other words, city-manager does the job, and only deals with image mayor or city. However it must be a specialist, specialized studies have a very good preparation to deal with

problems faced by government, to bring innovation in it, run the Conditions; best city / municipality concerned, have the ability to supervise the personnel departments and the institution to both the department heads and direct.

Implementation of the new features in public administration in Romania think that is necessary with the rise of the changes in the reform of the Romanian government, the need to improve management in local government, political landing separating the executive and attracting highly qualified specialists.

To obtain the best results in this office believe that the continuous monitoring and regular evaluation of all city managers employed activity and an increased professionalism in the functioning of public authorities at county, city, town and common practice is good for this task. The introduction of this new feature in the administration will be a favorable environment for students graduating from university in the field, students to come up with new ideas, with a new concept about administration and functionality that will help modernize it.

Conclusions

Regarding the presence of a public administrator in administrative units in Romania, the benefits are undeniable. Such advantages are to improve the efficiency of the administrative record, following the introduction of this feature. Streamline flow of documents and information are other arguments in support of the model adopted by other local government units, as a guarantee of professionalization of Romanian modern public management. In these circumstances, an administrator could then support duties Mayor / Chairperson of the county and could secure a more efficient administrative system.

Thus, as shown in the above aspects are also approaching the two cases analyzed (common values, common mission - to separate the political from the administrative tier, local executive to work more efficiently - the flexible and optional) and aspects that distinguish them (roles, responsibilities, relationships with local power factors, the council and mayor, etc.). However, whereas most points compared to the two cases are different rather than similar, especially as relations with the mayor deliberative are practically reversed, I think it is doubtful that the public administrator's function is to adapt the city manager Romanian administrative system. Notable differences between the two cases, including that regarding a case we speak of city manager as the local executive, while in the other case we speak of the public administrator as part of the local executive, are more striking than the similarities, and close case Romanian public administrator when Chief Administrative Officer (CAO) of the American administrative system, CAO which also public administrator is appointed, evaluated and dismissed by the mayor and is found in systems with strong primary, exercising the powers conferred within the limits set by it.

I think that the two notions of city manager and public administrator are similar and identical define where we talk about common values, common mission - to separate the political from the administrative tier, local executive to work more efficiently - flexible and optional character. We note the existence of small differences in the roles, responsibilities; relationships with the local, them, but a large proportion of these two

concepts are similar especially in order to professionalize their local government requirements and grateful citizens.

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