"Tapping Career Opportunities in Your Agency and Beyond"

Cal-ICMA Coaching Program -- telephone panel [no pre-registration required]

2:00 - 3:00 p.m. PT, Thursday, September 23, 2010

Target audience: all employees and managers

Pick your audio option:
 a. dial in (646) 519-5883 [callers' PIN 7592#] to participate and ask questions verbally. [Note: your telephone provider may charge for this call per your regularly contracted rates.]
   OR
 b. listen to live audio via the web [powered by Granicus]--Go to the "Live Audio and Archives" tab of www.csmfo.org/coaching.

Panelists:
 * Lisa Hildebrand, City Manager, Carlsbad
 * Clay Holstine, City Manager, Brisbane
 * Eric Middleton, Managing Partner, Alliance Resource Consulting
 * Jerry Newfarmer, President & CEO, Management Partners

Panel Discussion Questions:
 1. How can people create career opportunities for themselves in their own agency and elsewhere?
 2. What are some career paths and examples of how to navigate them?
 3. What strategies work especially well in these difficult budget times?
 4. Where can people turn for resources to help them pursue these opportunities?

We encourage callers to ask questions during the panel discussions. If you prefer, you may submit questions anonymously via email to cal-icma@donmaruska.com either in advance or during the panel discussion. As moderator for the sessions, Don Maruska will pose the emailed questions.

Post-Call Group Discussions

Many agencies are organizing groups to listen to the calls (live or recorded) and discuss the topics among themselves after the calls. Some are summarizing their discussions and distributing them to managers throughout their organizations. Use the Cal-ICMA Coaching Program as an effective way to enhance professional development in your agency. Here are some discussion starters for this session.

Follow Up Topics:
 1. How can employees grow in our organization now?
 2. What are good examples from which others can benefit?
3. What support or encouragement can we offer?

Panel Call Etiquette [for dial-in option]
* Please put your phone on mute, except when you are asking a question or making a statement.
* Do not put the call on hold, especially if you have music or a message that plays and will disrupt other callers.
* Kindly disable call waiting or other phone features that will interrupt your participation in (and others listening to) the call.

The Cal-ICMA Coaching Program receives funding through the generosity of:
ICMA, California City Management Foundation, Municipal Management Association of Northern California, Municipal Management Association of Southern California, the County Administrative Officers Association of California, California Communities Joint Powers Authority, California Redevelopment Association, Bob Murray & Associates, CPS Human Resource Services, Granicus, Pacific Gas and Electric Company, Piper Jaffray, the Public Agency Retirement Services, Keenan & Associates, Personnel and Employee Relations Department, and Common Sense California.

MORE RESOURCES--See the "Coaching Corner" at www.cal-icma.org/coaching for valuable resources to boost your career. These include listings of future Telephone and Webinar Panels, recordings of past sessions (including a free subscription to podcasts), the expanded "Dear eCoach" offering (that invites you to ask questions anonymously--check out some of the hot topics), expanded One-to-One Coaching opportunities, Career Compass columns, and complimentary, confidential management style profile reports to be more effective and fulfilled in your work, and.

SIGN UP FOR FREE NEWSLETTER--Subscribe to the Cal-ICMA Coaching Program email list to receive updates on events and the availability of recorded sessions. Go to www.cal-icma.org/coachingList.

Enjoy the resources and support to thrive in local government.

Don Maruska, Master Certified Coach
Director, Cal-ICMA Coaching Program
See "Coaching Corner" at http://www.cal-icma.org/coaching

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Author of "How Great Decisions Get Made" and "Wellsprings of Talent"
Lisa Hildebrand, City Manager, Carlsbad

As city manager, I am appointed by the City Council to oversee the daily operations of the city, implement the policies adopted by the City Council and direct the work of city staff. My role is also to provide leadership for city programs and services to promote the quality of life enjoyed by all who live, work and play in our great city.

Helping our community access the information and services they need from their city government is a top priority of the city manager’s office and one of the main goals of this website. Please check back often to find out the latest city news, get help with city services and learn about ways you can help shape the future of our community.

Clay Holstine
City Manager
City of Brisbane

Degrees Held: MPA Portland State University, BA University of California

WORK HISTORY:
8/98 - present  City Manager, Brisbane, CA
5/91 - 1/96  City Manager, Reno, NV
1/91 - 5/91  Acting City Manager, Reno, NV
7/89 - 1/91  Assistant City Manager, Reno, NV
5/87 - 7/89  Assistant to the City Manager, Reno, NV
9/84 - 4/87  Assistant to the City Manager, Medford, OR
9/83 - 8/84  Administrative Assistant, Medford, OR
9/81 - 8/83  Administrative Analyst, Medford, OR
9/80 - 8/81  Administrative Trainee, Medford, OR
Eric Middleton, Managing Partner, Alliance Resource Consulting

Eric Middleton began his career in executive search in 1999 with MAXIMUS. He is currently the Managing Partner of Alliance Resource Consulting LLC. Prior to his career in executive search, Mr. Middleton spent 13 years with the County of Los Angeles and the City of Los Angeles working in various administrative positions with the Chief Administrative Office, the Los Angeles Sherriff's Department, the Los Angeles County District Attorney’s Office, the Department of Public Works and the Probation Department. While with the Probation Department, Mr. Middleton was instrumental in drafting legislation creating the 1996 Repeat Offender Prevention Project (AB 2447) an intervention and prevention program targeting at-risk youth. Immediately prior to joining MAXIMUS, he was the Senior Legislative Deputy to a Los Angeles City Council Member and served on the staff of the City's Public Safety Committee.

Mr. Middleton has also served as a member of the Los Angeles County Bar Association Juvenile Court Task Force, as legislative staff to the Chief Probation Officers of California, and as a community member of the Public Safety Advisory Committee to then Assembly Member Robert Hertzberg. In 1993, Mr. Middleton was recognized as a Los Angeles County Volunteer of the Year for his civic involvement. Mr. Middleton also served as a Vice President of the Los Angeles Metropolitan Chapter of the American Society for Public Administration (ASPA). Mr. Middleton is currently a member of IPMA-HR, and serves on the Board of Directors of the University of Southern California City/County Manager Fellowship Foundation.

Mr. Middleton has been engaged in over 300 recruitments in most areas of general local government (e.g., City and County management, Public Safety, Community and Economic Development, Social Services, Public Works, Finance, Transportation, etc.). Mr. Middleton has also conducted numerous City Manager recruitments, including the California cities of San Jose, Long Beach, Carlsbad, Yorba Linda, Diamond Bar, Redlands, West Hollywood, Martinez, Marina, Millbrae, Duarte and Huntington Beach. Mr. Middleton has also been involved in the recruitments for Police Chiefs in the City of Chicago (IL), Glendale (CA), San Diego (CA), and San Jose (CA).

Mr. Middleton received a Master of Public Administration degree from the University of Southern California, and a Bachelor of Arts degree in History from California State University at Northridge.
Jerry Newfarmer, President & CEO, Management Partners

Jerry Newfarmer founded Management Partners in 1994 after many years of public management leadership in California and Ohio. He is a national leader in local government performance management, and he has led his firm to nationally recognized expertise in municipal development review processes, strategic planning, budgeting and finance, and organizational analysis.

Jerry served as City Manager in Fresno and San Jose, California; and Cincinnati, Ohio. He was Assistant City Manager of Oakland, California, which was the Chief Operating Officer role. He has been a key presence in the International City/County Management Association, and was Team Leader of the State-Local Relations Team of the National Performance Review.
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Discussion Notes

[Note: Due to technical difficulties beyond our control, we regret that there is no audio recording from this session.]

1. How can people create career opportunities for themselves in their own agency and elsewhere?

   Take the initiative
   Look beyond your current job
   Volunteer for opportunities

   Be a generalist and focus on ways to do more with less

   Demonstrate that you’ve managed money and managed people
   Find leadership roles in volunteer organizations and boards
   Project an energetic attitude—willing to take on challenges and pursue opportunities

2. What are some career paths and examples of how to navigate them?

   Gain advanced training through MBA or MPA programs
   Look for training opportunities
   Tap your alumni association

   Work hard – opportunities will open

3. What strategies work especially well in these difficult budget times?

   Focus on teamwork and preparation for when opportunities arise
   Share innovations across agencies (that’s one of the benefits of local government—you can collaborate)

4. How can you pursue opportunities in other states?

   Recognize that there are unique state laws and cultural issues that you need to understand.
Connect with state League of Cities
Use ICMA TV interviews and best practices from Alliance for Innovation
Track Google Alerts on places of interest to you.

5. What are resources to tap to help you pursue opportunities?

ICMA
MMANC
MMASC
CSMFO
Leadership Programs
Certification Programs (ICMA and others)
Coaching and mentoring
Networking
Coaches Corner of www.cal-icma.org/coaching

Brisbane, California’s Assignment Pay Program

[informal notes]

The program was constructed to deal with the need to provide services, staff analysis, and program administration for various items while we were suffering from losing personnel through retirements and unable financially to replace them.

We identified a number of tasks such as Redevelopment Project Area Administration, Affordable Housing Program, Franchise Agreement administration, Property Management, Street Tree Permits, staff support to Council appointed committees, special projects from the City Manager (for example we are working on a 50 year anniversary history project) etc.

We developed an assignment with an up to $500 per month additional pay and negotiated with the affected employee bargaining groups. Once this was done, we did an internal recruitment and selected 3 people from a list of 7 who applied.

The new assignments are in addition to the existing job duties of each of these employees and are anticipated to take an average of 5 hours a week. In addition, we are providing specific training opportunities such as attendance at this year’s ICMA conference in San Jose and public speaking training and will be providing at least one project in the next year that will require and allow for them to make a presentation to the City Council.
The program will hopefully achieve 3 goals. First, allow for the City to meet existing workloads. Second, provide professional growth opportunities and career path guidance for employees who participate in the program. Third, and perhaps most important for the long term, it will groom our internal talent to be leaders in the future.