"Seasons in Your Career -- Issues, Opportunities & Choices"

Cal-ICMA Coaching Program

3:00 - 4:00 p.m. PT, Wednesday, October 14, 2009

DIAL 646-519-5883 [callers' PIN 7592#] or live audio via the web (a service powered by Granicus) at www.cal-icma.org/coaching "Live Audio and Archives."

Target audience: aspiring, mid-level, and senior managers

Panelists:

* Sharon Landers, Assistant City Manager, Irvine
* Audrey Seymour Ramberg, Manager’s Office, County of San Mateo
* Linda Barton, City Manager, Livermore
* Brock Arner, City Manager, San Pablo

Panel Discussion Questions:

1. What have been the key seasons in your career?
2. What have you learned about making the transitions?
3. In what ways are the patterns of careers in local government likely to change with shifting conditions and different generations and how should organizations respond?
4. How can people prepare for their next acts or "encore" stage of their careers?
5. What resources do you recommend to help individuals and organizations address the different seasons that employees experience?

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. What are the different seasons in the careers of employees in our agency?
2. How are we responding to their differing needs and using their talents effectively?
3. What’s our strategy for dealing with future changes in the workforce?
4. What next steps do we want to take?

Panel Call Etiquette

* 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.

There is no charge to participate in the telephone panel discussion, but callers will bear the costs charged by their carriers to reach the conference number. Alternatively, you can listen via live audio on the web (powered by Granicus) at www.cal-icma.org/coaching "Live Audio and Archives."

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, and Keenan & Associates.

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 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, and complimentary, confidential management style profile reports to be more effective and fulfilled in your work.

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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
Note: Frank Benest was going to participate on this panel, but he has a scheduling conflict. Please see the attached articles and materials that he gathered on the topic of renewing and recreating one’s career.

Brock Arner

Brock Arner has served as a California city manager for 30 years in the communities of Sonoma, Sausalito, and currently in San Pablo. He has a B.A. in history from UCSB and a MPA from USC. His written contributions include the Socratic Manager and Northern California Cities Pool Financing.

Two key initiatives are underway in San Pablo: conversion of an 18-acre mobile home park into an entertainment center and the creation of a program to address gang violence. The City is also struggling with the economic downturn as it’s RDA has lost 25% of its tax increment in addition to the $5,000,000 taken by the State.

The city has also partnered with the local school district to maintain neighborhood schools and to offer after school programs for its children. San Pablo has the lowest per capita income in the Bay Area.

Audrey Seymour Ramberg

Audrey Seymour Ramberg was the Assistant City Manager for the City of Menlo Park from 2001 to 2008. Prior to assuming this position, she served for three years as the Assistant to the City Manager in Palo Alto. Audrey also founded and ran for four years the Peninsula Partnership for Children, Youth and Families, served for two years as a Special Assistant to the County Manager in San Mateo County, and worked as a private sector management consultant for Bain & Company. She is currently consulting part-time for the County of San Mateo.

Audrey has a Masters in Business Administration from Stanford University’s Graduate School of Business and a Bachelor of Arts degree from Duke University.

Audrey is a trainer in organizational development and has published and conducted seminars for ICMA, League of California Cities, Alliance for Innovation and Municipal Management Association of Northern California on a variety of topics, including Community Engagement in Budget Decision-Making, Organizational Excellence in Tough Financial Times and Preparing the Next Generation.
Sharon Landers

Sharon Landers is an Assistant City Manager with the City of Irvine. She oversees Community Development, Community Services, Public Works, and Redevelopment. She recently served as Interim CEO to the Orange County Great Park Corporation for a period of a year. Positions she held before joining the City of Irvine include:

- Assistant Chief Executive Officer of the San Jose Redevelopment Agency,
- Deputy Chief Executive Officer of the Los Angeles County Metropolitan Transportation Authority,
- Deputy Commissioner of the Department of Transportation for the State of New Jersey,
- Advisor to the Mayor of the City of New on transit and air quality issues, and
- General Counsel for the New York City Department of Transportation.

Sharon has a Juris Doctorate from Albany Law School, Union University, and is admitted to the Bar of the State of New York. She has a Bachelor of Science Degree in Computer Science and Psychology.

Last year, Sharon was recognized by her alma mater, Albany Law School, with an Excellence in Government Award. While serving as Assistant CEO of the San Jose Redevelopment Agency, Sharon was the recipient of the Silicon Valley Business Journal’s Influential Woman in Business Award.

Linda Barton

Linda Barton was appointed to the position of City Manager for the City of Livermore in February 2001. Prior to coming to Livermore, Linda served as Deputy City Manager of Bellevue, Washington for four years.

Linda has also served as City Manager in Bedford, Texas and Burnsville, Minnesota. In her public management career beginning 30 years ago, she served as the Commissioner of Employee Relations in the State of Minnesota and Deputy City Manager of Corvallis, Oregon. She began her career in Lakewood, Colorado where she was the Assistant to the City Manager.
Linda is an ICMA credentialed manager. She is a member of the Board of Directors of the California Redevelopment Association and the League of California Cities City Managers Department.
RENEWING THE PROFESSION THROUGH “NEXT PHASE” MANAGERS

This thought piece is about renewal. In the face of accelerating change and ever-morphing challenges, both our local government profession and ICMA need talent in order to innovate and renew ourselves. As ICMA begins a two-year strategic planning process, it is quite clear that the profession and the association face a demographic crisis that challenges our very viability. A whole generation of senior managers leaving full-time local government work has created the crisis. These same managers may also provide a vital response in their next phase of work and service.

DEMOGRAPHIC TSUNAMI
The United States, along with other advanced economies, is confronted by an “age wave.” Across the U.S. economy, 80 million baby boomers like me (born 1946 to 1964) are retiring and only 50 million Generation Xers (born 1965 to 1980) are available to replace us. The largest talent replacement gaps are in administrative and managerial occupations. This demographic tsunami will hit the public sector even harder than the private sector because a greater proportion of JFK-generation college graduates joined government service than pursued business careers.

The trend analysis undertaken by the ICMA Strategic Planning Committee has rightfully focused on the graying of the local government management profession. In 1971, 5 percent of all appointed managers were over 50 years of age. In 2002, 50 percent of all appointed managers were over 50.

Recognizing these demographics, ICMA will surely strengthen its support of “Next Generation” initiatives and devote more organizational resources in order to accelerate the development of Gen Xers so they can take on the leadership of local governments and our association. I predict that Next Gen strategies will be a core element of the new ICMA strategic plan.

The local government management profession and ICMA cannot rely solely on developing the talent of emerging leaders. We must also figure out ways of using the talent, capabilities, energies, and knowledge of “Next Phase” managers as they leave full-time employment. We cannot forgo this seasoned talent just because they retire. The challenges facing the profession are too complex and overwhelming.

In a white paper drafted for the Strategic Planning Committee by ICMA Executive Director Bob O’Neill, the committee took note of global immigration, emerging technologies, instantaneous communication, environmental degradation, wealth disparity, distrust of government, growth of the nonprofit sector, economic globalization, and other looming changes that call into question and threaten the way we traditionally do business.

We cannot rely solely on Next Gen managers as these waves of change sweep over our local government organizations and undercut the ability of our association to assist us. These Next Gen managers will be overwhelmed with the demands of their new leadership positions. Clearly, we must supplement new talent with seasoned talent. The profession and our association can no longer allow retiring managers to simply drift away and become marginalized.

THREE SETS OF NEEDS

As half the seasoned managers in local government and ICMA leave full-time employment in the next five years, we must focus on the issue of renewal. Renewal connotes refreshing, revitalizing, and reenergizing. Therefore, to successfully confront the daunting challenges at this historic point in time, we must explore three sets of renewal needs:

1. What are the needs of the local government profession as we face a brain drain and a shrinking talent pool?
2. What are the talent and knowledge needs of ICMA as a support organization during these turbulent times?
3. What are the needs of retiring managers as they embark on their next phase of life?

CONFRONTING AGEISM
Traditionally, most managers retire from full-time local government positions and soon become disengaged from their profession and from ICMA. Our ageist prejudices promote this disengagement. Somehow we believe that, overnight, most retired managers have become too old, dried up, and of little use to those of us remaining in the trenches of local government management. While ICMA does continue with the Range Rider program, full-time managers undervalue and thus underuse the Range Riders even though they are highly skilled and have tremendous knowledge.

A LIBERATING “THIRD AGE”

In addition to actively looking at Next Phase managers as a resource pool for ICMA and the profession, we must help managers who are leaving full-time positions confront our mind-sets about the future. All of us have uncertainties, anxieties, and fears that limit our vision and opportunities about our next life phase. As we baby boomers approach our next phase, let’s eliminate from our language the term “retirement,” which means withdrawal. Let us recognize that we are about to enter a new and liberating “third age.”

During our first age, we learned full-time. During the second age, we worked full-time. Traditionally, we play full-time in the third age. As we baby boomers enter the third age, however, we now have the freedom and time to develop a portfolio of self-fulfilling experiences that can include working, serving, learning, playing, loving, creating, and exploring. True happiness in our next phase is not about material comfort or idleness but rather about seeking further meaning in our lives.

Most of us have received great meaning through our service and our identity as local government managers. We have responded to our values and even fulfilled many of our dreams in great measure because of our meaningful occupations.

Recently, I conducted a training workshop for seasoned managers entitled “Crafting Your Next Life Phase: The Art of Self Renewal.” As part of my research for the workshop, I interviewed 10
colleagues who had successfully transitioned into their next phase. While most wanted to travel, reinvigorate key relationships, and explore their creativity and even spirituality in their third age, all of them told me that they would feel adrift if they did not stay connected and provide service to their profession.

So, as we craft ICMA's new strategic plan, what are some meaningful roles for Next Phase managers that will lead them to renew themselves, the profession, and the association?

**NEW ROLES FOR RENEWAL**

Through its new strategic plan, ICMA must develop and legitimize a menu of meaningful opportunities for members who are now leaving full-time positions. Here are eight preliminary ideas ICMA can use to help Next Phase managers renew our profession and our association.

1. *Change Our Language*

ICMA leadership has successfully opened up our association to younger executives who are not chief executives by raising our consciousness about the age-wave crisis and changing our language. We have now committed to preparing the "next generation," embraced "emerging leaders," and encouraged credentialed managers to become "legacy leaders." This new language has helped us market ICMA's Next Generation strategy and transform the organization of ICMA.

ICMAs leadership now must create a new lexicon and imagery in order to promote an organizational readiness for opening up the association to Next Phase managers and providing opportunities and resources to engage them in "encore" work. We must banish the concept of retirement and talk about using the talent, capabilities, skills, knowledge, and energies of seasoned leaders who have left full-time employment yet want to maintain a connection to their vocation of local government service. Different language helps transform our mind-sets, our attitudes, and, ultimately, our behaviors.

2. *Provide Next Phase Life Planning*

ICMA-RC does a good job in helping seasoned managers become financially secure and in helping them develop a financial plan for retirement. Our decent pensions and RC investments mean that often the biggest issue for seasoned managers is how to craft a new life plan for their next phase that includes a mix of meaningful relationships, leisure, work, community service, education, and creative and spiritual pursuits. How can ICMA University take the lead in preparing managers (and their partners) for a fulfilling third age?

3. *Focus on Legacy*

As we are about to exit the center stage of our careers, we begin to think about legacy. Will our legacy be a new park or community center, a redeveloped downtown, affordable housing, or a renovated sewer system or other infrastructure? I suggest that preparing the next generation of managers will be key to our notion of legacy. In fact, the noted psychologist Erik Erikson

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emphasized that "generativity" (caring for and supporting younger people) is a key developmental task of midlife.

ICMA has begun to help us focus on generativity tasks. Coaching is now an accepted activity for renewing one's ICMA credential. "Legacy leaders" is a new ICMA program that helps ICMA-credentialed managers coach and support Gen X professionals in the ICMA Emerging Leaders Development Program.

Let me suggest, however, that Next Phase managers should be the largest pool of legacy leaders. They have skills, experiences, and time to serve as coaches. How is ICMA going to engage them in fulfilling their generativity needs?

In terms of legacy, we need to not only better prepare those already in the local government pipeline but also attract young people into the pipeline. Therefore, the profession needs to reach out to university students and market local government management careers. Full-time professionals, however, do not have the time to design university outreach programs or attend career fairs or speak regularly in college classrooms. How do we provide a program structure at the ICMA and state association levels to engage third-age managers in these legacy-building endeavors?

4. *Facilitate Interim Assignments*

With more and more chief executives, department heads, and other senior managers leaving full-time employment, ICMA can play a mediating role between local governments desperately needing interim management at senior levels and Next Phase managers who would like to work on an interim basis. For instance, ICMA could develop a Web site listing interested Next Phase managers, their resumes, and their desired interim assignments and thereby help local governments find suitable matches with an interim chief executive or department head.

Interim assignments could include positions as city or county managers, department directors, or limited-term project managers. The Web site could also provide support resources for both local government and interim managers. For a reasonable fee, ICMA could offer screening services for local governments and potential interim managers.

5. *Enhance Peer Assistance*

ICMA is in the business of providing peer assistance in a variety of areas, including environmental management, emergency preparedness and response, police and fire standards, and economic development. One of the problems is that ICMA sometimes finds it difficult to secure help from ICMA members.
who are too engaged in their full-time positions to provide the peer assistance. Next Phase, or Encore, managers have the time as well as the skills and knowledge to provide a more robust peer assistance program for local governments across the country.

6. Expand ICMA’s International Work
The same issue confronts ICMA international development work—the need for more seasoned managers to engage in international assistance. ICMA has relied on retired managers and will continue to do so. I believe that the wave of Next Phase managers will allow ICMA to greatly expand and enhance its efforts in the international arena (assuming continued funding from USAID, World Bank, and other sources).

A positive sign is that international work is a natural for third-age baby boomers. After all, we came of age during the JFK era (and the inauguration of the Peace Corps), joined local government because of our values to serve and build community, and still want to make a difference. ICMA has recently retooled and better promoted its Academy for International Development in order to prepare managers for overseas assignments. We have “Doctors Without Borders” and now “Engineers Without Borders”; why not “City Managers Without Borders”?

7. Open Up ICMA Leadership Roles
ICMA has done a good job in recent years opening up association leadership opportunities for assistants and other emerging leaders. All ICMA committees include Next Gen members. The ICMA Executive Board even has designated positions for assistants. Why not do the same for Next Phase members? In terms of time and energy, for example, who could better lead an annual conference program committee: an overcommitted full-time manager or a Next Phase manager? Given the demographic crisis facing ICMA, is it time to create a slot on the ICMA board for Next Phase managers?

8. Reconceptualize and Rebrand the Range Riders Program
Given that we do not fully use Range Riders, perhaps ICMA should reconceptualize the role of retired managers who provide pro bono services to full-time local government managers in their area or region. ICMA has begun to experiment with a few senior advisers in a senior adviser program that may become a more useful model. In any case, a program of Next Phase managers providing pro bono support services for full-time colleagues needs a new brand, professional legitimacy, and real work.

In short, ICMA has a tremendous opportunity at this crucial turning point to identify and legitimize new roles, create support mechanisms, and provide new pathways for learning, enrichment, and even adventure.

ATTENTION, RESOURCES, AND PARTNERSHIP
ICMAs new strategic plan must not only focus on dramatically expanding ICMA’s Next Gen effort but also emphasize the theme of self-renewal for senior managers, the profession, and ICMA itself. The Next Phase opportunity is just as critical as the Next Gen challenge. They both stem from the same demographic threat.

After focusing attention on this need for self-renewal, the strategic plan can suggest a variety of implementation actions for ICMA:

- Develop an ICMA board subcommittee to focus on responding to this renewal challenge (in the same way that the board has created a Next Gen subcommittee).
- Reallocate staff resources to develop program resources responsive to the Next Phase issue.
- Begin to develop and implement the menu of program opportunities discussed in this article.
- Create a Next Phase Web site just like the Next Gen site, featuring resources and publications as well as peer assistance, international development, and interim management opportunities.
- Engage state associations in providing meaningful opportunities for Next Phase managers.
- Partner with other organizations that are natural allies. Given that the majority of its assets have been generated by baby boomers in government service, would ICMA-RC have an interest in sponsoring some of the program ideas promoted in this thought piece?

A PERSONAL NOTE
Like many of my ICMA colleagues, I am a baby boomer who has begun to think (with much uncertainty and trepidation) about life after full-time local government management. Thanks to my retirement pension and ICMA-RC investments, I have the financial security to leave full-time local government management. Some big questions remain, however. As I leave the center stage of my career, how do I maintain a connection to my identity as a local government manager? How do I enrich my next phase with fulfilling encore experiences that include new learning, service, contribution, and adventure? In the next season of my life, how do I continue to make a difference in this world?

REFERENCES
—Frank Benest, Ed.D., ICMA-CM City Manager Palo Alto, California and Member, ICMA’s Strategic Planning Committee

To provide feedback on the Next Phase challenge or the other big issues facing local governments and the local government management profession, visit the Web site at www.icma.org/strategicplanning and click on “discussion forum.”
Keeping the Passion Alive: Some Lessons from My Personal Journey

by Frank Benest

This is a different kind of PM article. It is about my personal journey to regain passion in my life’s work. I now want to share with you what I have been learning.

As I approach the latter part of my local government management career, I—like some of you—often find myself fighting the been-there–done-that blues. I know that I am in a good career, but in my honest moments I have worried that I have lost the passion for my work that once fueled me.

Consequently, I was ready for a call last year from Felicia Logan, director of the ICMA University, who told me with great certainty, “Frank, do I have a session for you!” When I quickly responded that I didn’t want to lead another session at the ICMA conference, she insisted that I hold my objections until I heard the topic. “OK,” I said, “What is it?” Stupid mistake. “Keeping the Passion Alive,” she replied. Of course, I was hooked. Knowing that I teach best what I most need to learn, I agreed to lead the session at the conference in Minneapolis.

In thinking about how to rekindle the joy of my work, I concluded that there is no one right approach or set of strategies. So I am going to share some personal views with the goal of provoking you to reflect on how you feel about your work and how you too can act to keep or regenerate passion.
FRANK’S STORY
Because personal stories are often the most powerful way to share personal truths and learn from each other, I’d like to briefly share my story.

I just received my ICMA Service Award for 35 years in the profession. Throughout my career, I have always taken great pride in my life’s work, my profession, and my passion for local government.

Almost six years ago, I was appointed city manager of Palo Alto, California. After several years on the job in Palo Alto, I felt somewhat stymied in my quest to make a difference, which I defined as external improvements in the community (new community centers, redevelopment projects, parks, and affordable housing). Palo Altans love their community and oftentimes want to keep it just the way it is. I also became increasingly distressed with the media abuse of local government, citizen distrust of public officials, and the process orientation of a university town.

Then, all of a sudden, I was overwhelmed with two personal crises. First, my two children (Noah, 10, and Leila, 6) and I lost their mom and my wife, Pam, who died of complications of pneumonia. Several months later, I began treatment for a life-threatening cancer.

I beat the cancer. But in the process of undergoing debilitating treatment just after losing my life partner, I lost much of my joy and became disengaged at work. I have very much needed to figure out how to rekindle my passion at work and in life.

The reason I jumped at the opportunity to conduct the conference workshop is that I knew that I would be forced to reflect on my life situation, organize my thinking, and ultimately learn along with all my colleagues.

TWO PREMISES
My thinking about keeping the passion alive is based on two premises:

1. It is quite common for senior managers in local government to experience the been-there–done-that blues, become overly focused on the negative aspects of our jobs, and feel the need to rekindle the passion that first attracted us to local government management.

2. We can learn from each other about effective strategies to keep our passion alive.

PASSIONATE PEOPLE
Before trying to develop some personal approaches to maintain or rekindle passion, I asked myself and participants at the ICMA conference session the question: “What are the traits of passionate people?” Participants put forward that passionate people are:

“Boldness has genius, power, and magic to it.”
—Johann Wolfgang von Goethe

- Engaged (Thank God it’s Monday!).
- Energized (and they energize others).
- Enthusiastic.
- Ardent (fire in the belly).
- Committed, dedicated, and unrelenting.
- Learners.
- Motivated.
- Positive (even in the face of adversity).
- Caring.
- Focused.
- Highly productive.
- Inspiring (and they share their passion).

Session participants were also asked two other questions:

- After a number of years in the local government profession, what has caused you to lose some passion in the job?
- How do you keep some measure of passion in your work life? (See the boxed copy on this page for some of their responses.)

FIVE STRATEGIES TO PRESERVE WORK VITALITY
In the aftermath of my personal crises, I spent many lonely times trying to figure out my future. With the encouragement, advice, and moral support of my family, friends, and colleagues, I struggled to find a path and began to take some steps.

Looking back, I can now discern several approaches that helped me on my journey that is still, in fact, unfolding. Here are five strategies that have helped me (and others) maintain work vitality or recapture it.

1. Have the courage to reflect.

Reflection is a courageous act. We often do not take the time to reflect because we fear what we may discover. Reflection entails asking some hard questions:

- What are the values that attracted me to the profession? Am I fulfilling those values?
- What gives me meaning externally in the community and internally in the organization? Meaning is the most powerful generator of passion.
- In what ruts do I find myself? What is lacking?
- Where do I truly add value?

Reflection can be difficult or distressing, or maybe it is not in our nature, or we want to avoid the conclusions. Therefore, we must help ourselves reflect or even force ourselves to reflect. Here are some ways:

- Talk to your partner about your early dreams.
- Write a short column for your employee newsletter (or just for yourself) on “why I became a city or county manager.” I wrote such an article for the newsletter of the Municipal Management Association of Northern California. It became a first in a series of such articles by managers. (The articles are posted on the Cal-ICMA Web site at www.cal-icma.org, under Coaching Corner.)
• Engage in other kinds of reflective writing (a personal journal or an article like this) or a legacy statement for those who come after.
• Invite a dear friend for a coffee or a beer and share what you find lacking in your current job situation.
• Read a book about the “spirit of work” or about “searching for your identity,” and discuss it with a friend.
• Talk to a therapist (as I have) or a spiritual adviser about your hopes, fears, and dreams.
• Take a break or go on a trip or a retreat, but do it with the conscious aim of reflecting.
• Attend or teach a class that is likely to force some reflection about your practice.

Reflection may lead us to focus on where we truly add value (and where we don’t!). We need to ask ourselves honestly what our unique gifts really are. We all have limited time and energy, and we must focus on where we can make a unique contribution. For me, my gift is not financial management or budget oversight. It is organizational development. I am good at working with employees in creating a dream and helping us move toward it. And that brings me joy.

### 2. TAKE SOME RISKS WHEN MAKING CHANGES.

Asking and answering the hard questions will suggest some changes. You may decide that you desire to develop with others a dream for your community or organization, or get out of the operational details and focus on coaching, or initiate a bold project. Courageous leaders often select bold projects because, as the German philosopher and poet Johann Wolfgang von Goethe knew, “Boldness has genius, power, and magic to it.”

How can we feel more comfortable taking calculated risks?

First, we need to recognize that at this stage in our careers we have great freedom to take professional risks because we, as seasoned managers, usually enjoy large “bank accounts” of trust and credibility with our organization, the council, and the community.

Second, we need to confront whether the worst-case scenario—being fired—could happen. The looming talent shortage of executive leaders in local government indicates that even this worst fear, along with having trouble getting another manager job, is not likely to occur. My mother, Rosy, used to ask, “What is really the worst that could happen?” and “Can you live with it?” If I could live with the worst, Rosy always told me to go for it.

> “The ultimate freedom is the ability to choose our attitude regardless of the circumstances.”
> —Viktor Frankl

I think that some of us need to acknowledge that we may have become less adventurous in our thinking and doing than we were earlier in our careers. We must continue to put ourselves in new learning situations.

### 3. REIGNITE YOUR LUST FOR LIFE-LONG LEARNING.

Learning can often regenerate interest and passion in what we do. Taking on new roles is one way to foment new ways of experiencing work and life. In certain situations, for instance, I try to take on the role of follower (extremely difficult for me!) rather than leader. Following the lead of others, stepping aside, and supporting the initiatives of others all create new perceptions, new experiences, and new ways of experiencing the work group.

Of course, reading nongovernmental literature and making connections with your work is another way to gain new insights and excite yourself about new possibilities. Scheduling work meetings at locations outside the local government (at the materials recovery center, the biological nature preserve, the assisted living facility, for example) and getting a tour and a presentation of the work done there is a wonderful way to generate different thinking and make new connections. Many learn from traveling to different cultures or doing international work through ICMA or other organizations.

Such learning can help you integrate new disciplines and world views into your thinking and practice. I have a colleague who has studied Buddhism and has applied it to his leadership task. Buddhist thought, for example, suggests that to truly learn and lead, we professionals must forgo our “expert mind” (which is closed) and adopt a “beginner’s mind” (which is open to new data and approaches).

To stimulate creative thinking, we in Palo Alto start each executive team or department staff meeting with a “learning report” from a team member. The learning report is an article, a workshop, or an experience that will help keep our learning edge.

### 4. SHAKE THINGS UP!

Sometimes we must move beyond our tired mind-sets that can inhibit new action; we need to force new thinking about the possibilities of work and life.

Here are some ways of shaking things up:

• Set up a satellite office in another facility and work from there once a week.
• Visit street crews and surprise them with a tailgate pizza party once a month.
• Take vacation leave and build homes for Habitat for Humanity.
• Go on a week-long spiritual retreat.
• Do a management exchange through ICMA with a colleague working in Ireland, India, or Turkey.
• Go on an international study trip through ICMA or another agency.
• Participate on a peer assistance project organized by ICMA or another organization (for example, helping a Gulf Coast community
severely damaged by Hurricane Katrina).
- Take a dance, art, or photography class or join a hiking group.
- Volunteer in a person-to-person capacity with a nonprofit organization.

Recently, I have been coaching young professionals and reaching out to cancer victims in the midst of treatment for my kind of cancer. These person-to-person experiences have been rewarding and also have shaken up my perspectives. I am able to feel good about my blessings and the gifts I have to offer others.

5. CREATE A “PASSION PROJECT.”
Given your values, interests, and gifts, what would be a passion project for you? In Palo Alto, I have selected an affordable housing initiative as my passion project. Professionally, I have developed a statewide coaching program as my passionate endeavor.

What are some ways to make a passion project happen?
- Select a shorter-term passion project, to produce some results sooner rather than later and thus maintain your self-motivation, as well as a longer-term project.
- Develop and write down several goals, timelines, and milestones for your project, just like any other important work project.
- Protect time for your passion project by delegating some of the non-passion stuff. I no longer review staff reports for the city council agenda, or sit in on the first round of department budget hearings, or attend council committee meetings unless I lead a particular project. Of course, when you delegate non-passion work, you must become more tolerant of learning mistakes as others take on new responsibilities.
- Share your passion project with others so it becomes real. Talking to colleagues creates personal accountability and generates useful feedback to sharpen your focus and approach.

• Celebrate your passion! Host a pizza party or ice cream social once you complete your passion project.

SOME PARTING ADVICE
Recognizing that every journey is distinct, I’d like to share some parting advice for those of us who struggle with the issue of maintaining a sense of vitality as senior members of our profession.

First, not only might we become less adventuresome, but we might also tend to isolate ourselves from others. Therefore, a good way of exploring different paths is to reconnect with people. I have begun to schedule coffees or drinks with colleagues in my area to explore some of my doubts, concerns, and hopes for the future.

I have also scheduled informal coffees with each member of our executive team to discuss what is going on with me, what is going on with them,
how I am going to re-engage, and where I can leverage my talents, given their needs. To reconnect with our 1,100 employees, I have conducted a series of “conversations with Frank.” Opening ourselves up to others whom we respect or love and reconnecting on a personal level are critical first steps in our journey of renewal.

Second, as we have become embroiled in various local government issues, we may have lost some measure of our service ethic. When we give a lot, we eventually get a lot. Giving and getting is a great approach to our work and professional lives. For example, along with many of my colleagues in the profession, I give a lot to ICMA, and in the end, the service enriches me.

Third, as we approach the last part of our careers in local government management, we may wish to think of legacy. When we retire and walk away from local government, for what do we want to be remembered? In my organization, I want my legacy to be that our employees will take risks and not be afraid of advocating their professional judgment in a demanding environment.

In the greater profession, I would like my legacy to be “preparing the next generation of local government managers.” A sense of legacy helps fuel passion.

Finally, it is all about choosing our attitude. It is our decision whether we want to remain in local government and how committed and engaged we want to be. As Viktor Frankl declared in his book *Man’s Search for Meaning*, “The ultimate freedom is the ability to choose our attitude regardless of the circumstances.”

We all face different circumstances in our work and our personal lives. I wish you well as you too strive to find joy in what you do and who you are. PM

Frank Benest, Ph.D., ICMA-CM, is the city manager of Palo Alto, California. He dedicates this article to all his friends—old and new—who have helped him regain joy in work and life.

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**Use the nation’s top executive recruitment firm that delivers—guaranteed.**

It’s simple. Using Waters-Oldani Executive Recruitment to fill your local government’s most important executive positions saves time, resources and helps avoid common pitfalls in the recruiting process.

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When you come face to face with your retirement plan, we believe knowledge is power.

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Recreation, Re-Creation, or Making a Difference—What’s Next?

This is a summary of the discussion at the session “Recreation, Re-Recreation, or Making a Difference—What’s Next?” conducted at the 2008 ICMA Conference in Richmond, VA. The summary consists of the following sections:

- Premises
- A Sampling of Questions From Participants
- Summary of Group Discussion
- Resources

1. PREMISES
   a. It is quite common for Senior Managers in local government to experience the “been there, done that” blues, becoming overly focused on the negative aspect of our jobs, and feel the need to rekindle the passion that first attracted us to local government management.
   b. The “doldrums” is a natural phase in one’s life cycle.
   c. We often run out of dreams and find it difficult to create new ones.
   d. There are different paths to self-renewal at mid-life.

2. A SAMPLING OF QUESTIONS FROM PARTICIPANTS
   a. Questions about the Mid or Late-Career Doldrums

   *How do I measure passion to determine if it is there?

   *Is it truly possible at mid-career to once again be as passionate and excited about the profession as at the beginning of my career?
*How do I keep passion alive with new elected officials who are divisive?

*How do I get more energy to do what it takes to move the organization to the next level that it needs?

*How do I stay energized on projects that may not fit my passion?

*As my staff develops and my organization gets to a high functioning level, is it common to get bored?

*Have you found yourself wishing away time to get to retirement age or fully vested in the retirement plan?

*Do you spend time thinking of career choices that you wished you had made?

*How do I maintain passion and excitement while working for non-passionate people?

*How do I avoid becoming disillusioned with the negativity of community naysayers who affect public policy and hurt our reputation?

*If I’m in the doldrums, can I still be an asset to the organization and the community?

*How do I find energy and passion to take on new challenges?

*Where do I find time and courage to learn new skills?

*What should I do when I wake up crying?

**b. Questions About Renewal at Mid-Life**

*As I consider mid-life change, how do I (and my wife) balance changes we might want to make with stability and other things we have and value? How courageous can we be?

*How do I shift some of the focus to me and my needs? How do I get more time for me?

*How do I find balance without saying “no” all the time?

*How do I know whether I should look for another manager job or stay where I am?
*How do I renew myself “in place” without leaving my community (so my son can finish high school)?

*With our last child graduated from college, my wife and I are struggling with getting to the future we want. How do we get some clarity and agreement about that?

*How do I finish my full-time career on a meaningful or rewarding note?

*Can I overcome my blahs through mid-career extensive professional development?

*How do I get a sabbatical and not go broke in the process?

*As I leave a community, how do I evaluate if I’ve provided more value than I’ve received?

*How can I continue with my passion without jeopardizing my relationship with my husband and other loved ones?

*How much longer do I want or should I be a city manager?

*How do I meet my professional growth needs and nurture my family in the way that they want?

*How do I avoid burn-out from being the “do-it-all” guy in a small community?

*How do I find new interests with depth to keep me fulfilled?

*How do I realign work to free up more time to spend on those things I am passionate about?

*My career blahs seem to stem from the realities of the profession not matching or fulfilling my youthful, idealistic visions of what it should be like. How do I go beyond that?

*If I want to continue a fulfilling career, am I willing to move?

*What’s a good approach for learning so I get out of my ruts and avoid becoming stale?

*How much can I break out of the expectations others have of me at this stage of life?
*How do I begin to focus on who I am spiritually?

c. **Questions About Knowing If I Need To Make a Mini-Transition or Major Life Change**

*How do I maintain fulfillment? What are my choices?*

*What is best for my family?*

*Should I look for a new job or look for new opportunities to recharge myself at my current job?*

*How do I realize that it is time to move one?*

*Even though local government management is still fun and energizing, do I look for new direction while I’m still young enough?*

*If I stay in local government, how do I best use my talents on the things that I enjoy?*

*How do we change agents stay energized after we have changed the organization?*

*Is there a “point of no return” at which I know I must leave the position?*

*How might I apply the passions, skills, and talents I have in public service without sitting in the city manager chair?*

*How do I figure out what’s next?*

*How do I assess the risks and rewards of a mini-transition vs. a major life transition?*

d. **Questions About Moving Into My Next Life Phase**

*What options and opportunities do I have for transitioning out of full-time management?*

*If I pursue assisting cities that are between managers, what are some issues and potential pitfalls?*
How do I gracefully “exit” and “disconnect” from local government management yet stay in my community and stay active?

Can you re-make yourself and still find a place in your community?

What are ideas for opportunities outside of local government management that will capitalize on my skills and provide meaning?

What do I want to do and how do I want to be after full-time local government management?

I want to discern the light at the end of the tunnel, yet I’m scared at the same time. How do I know when it’s time to go?

What feelings of loss will I have if I leave the city manager career?

How do I get past the fear of change so I can try something new?

There’s a devaluation upon leaving your local government management position and you lose contact with your colleagues. How do I find new value and relationships?

What are the risks of leaving my career? How easy is it to transition back to full-time management?

How do I stay vital as I retire? I’ve seen colleagues who die soon after retirement.

How do I identify the skills and experiences that are valuable in my next phase?

What are the options for part-time positions?

When I’ve had a satisfying career, both in terms of accomplishment and spiritual growth, how do I move into the next phase and hope to match what I’ve experienced?

In my next phase, how do I make a contribution in a different way and on a broader level?

e. Other Questions About Keeping My Passion Alive
*How can I help my new wife so she understands the good, not so good, and potential pitfalls about living with a city manager?*

*How can I learn new skills for coaching younger staff and inspire their public service passion?*

*How can I help my fellow managers who are experiencing the doldrums?*

3. **SUMMARY OF GROUP DISCUSSION**

**Question:** “Is there an age at which you become less employable?”

**Responses:**

*With the shrinking talent pool of managers, especially seasoned managers, age becomes less of an issue. Seasoned managers are in demand.*

*Attitude, especially enthusiasm, and outlook are more important than age.*

**Question:** “When you’ve had a very satisfying local management career, with achievement and even spiritual growth, how do I match that if I move into a next phase?”

**Responses:**

Reflect! Ask yourself some courageous questions, such as:

- What gives me meaning? What is important to me?
- What are my unique skills? Where do I have a competitive edge?
- What are my fears about making a transition to a next life phase?
- In what ruts do I find myself? What is lacking?
- What are some family and personal issues?
- What are some undeveloped parts of my life that I can explore now?
- How do I become the “best version of me”?

*Share your musings with your partner, your family and friends.*

*Read a book or articles on pursuing a “life with purpose.”*

*Test out or “rehearse” new activities and experiences which interest you.*
*Get a “next phase coach” (a colleague who has already moved into an “encore” career).

**Question:** “If I leave full-time local government management, can I come back? Does the experience of leaving provide perspective if and when I return?”

**Responses:**

*Yes, you can return. Again, there is a shrinking talent pool of experienced and talented managers.

*You can return with renewed energy and perhaps a lighter perspective.

**Question:** “I have the “been there, done that” blues but I want to finish my career in a strong and rewarding way. How do I do that?”

**Responses:**

*Even for activities that don’t re-energize you (e.g., another annual budget), you can do it with different people and thereby experience the activity in a different way.

*You can mentor others so they accomplish the task.

*You can delegate or “hand-off” the activity and only stay involved at a strategy level instead of a “doing” level.

*The key is asking yourself where do you truly add value and don’t add value (“what is your highest and best use?”).

4. **RESOURCES ON SELF-RENEWAL AT MID-LIFE**


*The Adult Years—Mastering the Art of Self-Renewal*, Frederick Hudson, 1999

*Claiming Your Place at the Fire*, Richard Lieder and David Shapiro, 2004
www.enscore.org; www.mynextphase.com

Summary prepared by:

Dr. Frank Benest
frank@frankbenest.com
(650) 444-6261
Senior Managers/Second Careers Dialogue

1. Issues/Questions/Concerns

“...have become overly focused on the job.”

“How do I get in touch with who I am as a person?”

“Where am I now?”

“I feel that retiring is like a loss.”

“When should I begin reflecting on my future?”

“What are the financial implications of retirement.”

“How do I identify what I like about my job and career so I can maintain those kinds of experiences? Are there any tools that I can use?”

“As part of my reflection, how do I assess my current social network?”

“One needs to test out and rehearse future activities.”

“When do I know it’s time to leave?”

“Do I continue living in the community in which I manage?”

“Given my management experience, are there opportunities in the non-profit sector as a manager or as a board member?”
“As a consultant, I have now much less structure and support systems in place.”

“How do we make sure that we have fun?”

“How do we create a social networking capability for those approaching or currently in their next life phase?”

“Can we create an online directory of non-profits in different areas?”

“Can “encore” managers serve as mentors for first-time managers?”

“How do we involve spouses or partners in this issue?”

“How do we label or brand this issue in a more positive or fun way (e.g., senior managers, next phase or encore managers, “vintage” managers)?”

**2. Possible Resources**

Can we establish a Facebook or Linkedin account for creating an on-going dialogue or assistance network?

Can we create a gallery of peer coaches for next life managers?

Can we distribute self-assessment materials? (John Goss will send copy of hospice self-assessment materials to Kevin O’Rourke)

Joint Power Authorities to hire interim managers so that their PERS retirements are not effected: Local Government Services (lgs.ca.gov) and Regional Government Services (rgs.ca.gov)
Readings:

*The Adult Years—Mastering the Art of Self-Renewal*, Frederick Hudson

*Claiming Your Place at the Fire*, Richard Leider and David Shapiro

3. **Follow-Up**

Several Managers have volunteered to host focus groups of senior managers and next phase or second-career managers in Northern and Southern California as a way to define needed resources and possible assistance from CCMF, ICMA, Cal-ICMA, and the League’s City Managers Department.
Administrative Services: Recruitment

In 2007, the City of Irvine developed a strategy to strengthen recruitment and selection efforts in order to stay competitive in today’s marketplace. Prior to this initiative, Irvine relied on a passive recruitment and selection model, which often included simply posting an ad and accepting applications in response to the ad. Recognizing the need to stay competitive and remain a premier public sector employer, the City reevaluated its recruitment strategies and implemented the following changes.

NeoGov
The City adopted the use of the automated application system, NeoGov. This system allows applicants to create a personal profile, save data online, and is considered the norm in securing qualified applicants. This system eliminates paper applications, allowing more time to be spent in proactive recruitment efforts, rather than processing paper applicants by hand. In addition, this system allows for the engagement of a more diverse pool of applicants and ensures a faster, more efficient process of applications. This system also allows individuals interested in employment with the City of Irvine to receive e-mail alerts when jobs become available which are in line with their desired work criteria.

Internship Opportunities
The recruitment team worked to establish meaningful partnerships with several universities to develop a student internship program for high school, undergraduate, and graduate students to gain exposure and work experience in the public sector. These interns not only gain valuable work experience, but they also have the opportunity to apply for internal promotional opportunities to encourage career development.

Partnerships within City Departments:
The recruitment team developed close partnerships with all City departments in order to gain insight into departmental vacancy needs. Department members now play an active role in the recruitment process by serving as interview panel members. Not only has this resulted in improved communication and collaboration between the recruitment team and the department, but it has helped in selecting the best individuals by ensuring compatibility between the candidate and the job function.

In 2007, the American Community Survey estimated the City of Irvine’s resident population to be 51% White, 35% Asian and Pacific Islander, 9% Hispanic, 2% Black, and 3% Other. In response to the diverse citizenry and community stakeholders, the City developed a strategy to recruit and retain a diverse workforce. Some of the following strategies were implemented:

- hired a proactive executive recruiter to develop customized marketing strategies, specialized recruitment plans, targeted candidate lists, and aggressive diversity outreach;
- made it a priority to attend numerous diversity job fairs throughout southern California to get our name out to a vast number of populations;
• featured the City on the front page of several diversity publications, including “Asian Pacific Careers”, “Black Careers Now,” and “Hispanic Hotline;”

**Administrative Services: Training and Professional Development**

In concert with the recruitment team’s plan to strengthen the City’s efforts at diversity and ethical practice, the training and professional development team, in conjunction with the City Manager’s office, developed a strategic plan to ensure that diversity is expressed as a fundamental value of the City’s philosophy and behavior. The City of Irvine recognizes that government employees are held to a higher standard because Irvine’s citizens rely on them to lead by example and perform their job responsibilities with the highest level of integrity.

Components of the strategic plan include:

**Grapevine Articles:**
The Grapevine is the monthly employee newsletter publication that is released City-wide to all employees. This will feature several articles throughout the year to reinforce the importance of ethics and integrity in our everyday work. Articles will provide an opportunity to highlight each of the five principles of public service ethics and will focus on ethics in action. The first article featured a message from the City Manager acknowledging his interest and expectation to see all City of Irvine employees, at all levels, succeed within a framework of ethical behavior, while demonstrating and maintaining accountability in their everyday work.

**Online Training and Video Clips:**
Online training and links to video clips and vignettes serve as another mechanism to model desired behavior and responses, raise awareness of ethical issues, challenge employees to understand underlying public service principles, and confront inconsistencies in their own ethics and value systems. An Ethics video/Ethics quiz is featured on the City’s intranet and is now a regular component of the City’s New Employee Orientation program.

In addition to enhancing recruitment and marketing efforts, the City launched several customized training and career planning programs for employees that focused on supervisory training, leadership, management, writing skills and presentation skills.

**Write it Right:** In partnership with University of California, Irvine this two-day writing course provides staff with the tools on how to write effectively and articulate their thoughts within City of Irvine guidelines. The instructor draws upon City of Irvine staff reports, as well as E.B. White’s book, *The Elements of Style*. Students who attend both class sessions and complete all necessary assignments receive a certificate of completion issued by UC Irvine. This program is regularly offered through UC Irvine, however has been modified and tailored to meet the exact needs of City of Irvine employees.
Say it Right: In partnership with University of California, Irvine this three-day presentation skills course provides staff with the skills and techniques to deliver clear, concise, and engaging presentations. Students who attend all three class sessions and complete all necessary assignments receive a certificate of completion issued by UC Irvine as well as continuing education units (CEUs). This program is regularly offered through UC Irvine, however has been modified and tailored to meet the exact needs of the City of Irvine employees.

Next Level Supervision: In partnership with California State University, Fullerton, this twelve week program provides staff with the fundamental tools and practical strategies to be effective and resourceful supervisors. This professional development program examines core topics that are essential to achieving supervisory excellence. All classes are facilitated by CSUF Extended Education instructors. Upon completion of the twelve-week program, graduates will receive a certificate from CSUF, as well as 3.6 CEUs. Throughout the program, members from the Executive Team, including the City Manager, Assistant City Managers, Chief of Police, and the City Clerk make appearances in the classes to speak to the students. This allows the students the opportunity to get to know the members of the Executive Team, as well as reinforces the course curriculum as it applies to the City of Irvine, and helps encourage the existing open door policy for employees to address members of the management team.

OC Cities Consortium: In partnership with California State University, Fullerton, the City of Irvine provided facilities for the University to host their second cohort of OC Cities Consortium as well as graduation ceremony. The City is currently hosting the 2009 cohort on-site at City Hall. This is a six month long program consisting of a few select city employees from approximately fifteen different cities located in the Orange County region. The City of Irvine graduated two employees in 2007 and three employees in 2008.

The City has hosted the following presentations to educate its workforce:

- Extraordinary Leadership: Presented by Jack Zenger, co-author of the book entitled, *The Extraordinary Leader: Turning Good Managers into Great Leaders*. This presentation focused on the process by which you can become a more effective leader.

- Take Your Communication Skills to the Next Level: Presented by Kevin Daley, a globally-recognized expert at teaching business professionals, presented his techniques to Irvine employees.

- Building Personal Excellence: Presented by Dick Grote, a well published author in publications such as The Harvard Business Review and The Wall Street Journal, he also authored the books *Discipline Without Punishment* and *The Complete Guide to Performance Appraisal*. Mr. Grote specializes in leadership, motivation, performance management, and organizational excellence.
• Bridging the Generation Gap: Presented by Mary Crane, a nationally recognized expert on generational diversity, this presentation focused on understanding the unique core values shared by each of the four generations that exist in today’s workplace. Additionally, the presentation included practical strategies to interact effectively with a diverse workforce.
Charting Your Career Path: Steps Toward Earning Your Next Promotion

Presented by
Sean Joyce,
City Manager
Charting Your Career Path: Steps Toward Earning Your Next Promotion

- Identifying your career aspirations
- The promotability factor
- The etiquette edge
- Preparing your cover letter and resume
- Mastering the art of the interview
- Follow-up/self-assessment
Identify Your Career Aspirations – What’s Right for You?

Applying for a job at IKEA

Make a chair and take a seat.
Identify Your Career Aspirations – What’s Right for You?

Have a Plan…

1. Be proactive
2. Chart your career
3. Treat every day like a job interview
4. Be honest
   a. Are you qualified?
   b. Your ultimate goal?
5. Articulate your plan
Promotability – What Does it Mean to **YOU**?

A. How promotable are you?
B. Moving up the career ladder
C. Knowledge, skills, and abilities
D. Getting to the next level

Many factors can influence your promotability…
The Promotability Factor – Do You Have What it Takes?

A. Reputation within the organization
B. Performance on the job
C. Establish a network & develop relationships
D. The will to lead
E. Take responsibility
F. Distinguish yourself
Other Characteristics of Promotability

**Energy**  ability to focus and direct activity

**Likeability**  the ability to interact effectively

**Integrity**  honest, reliable, ethical

**Intelligence**  ability to learn, process information and make informed decisions

**Drive/Ambition**  sustained self-motivation and the ability to encourage others

**Dedication**  stay on task and remain flexible as the environment changes
The Etiquette Edge: Unspoken Rules for Success

A. Effective communication, appropriate behavior, social savvy, and common sense etiquette
B. Remember things your mom taught you!
C. Genuine courtesy; value others and recognize their worth; establish trust and credibility
D. Situations often depend more on good judgment rather than a written, widely accepted rule ("could" vs. "should")
E. Etiquette counts...
Preparing your Cover Letter and Resume

A. Keep cover letter brief and provide context for objective assessment of qualifications

B. Focus on your achievements rather than responsibilities

C. Don’t misrepresent yourself

D. 30 seconds to interest the reader
A. Prepare and have the right outlook

B. Due diligence; do your research; learn about the agency/department; practice

C. Appropriate attire; first impressions are critical

D. Deliver your key messages and articulate your strengths

E. 50-word response for “Tell me about yourself…”
F. Be prepared for the unexpected (Murphy’s Law); anticipate the worst and prepare for it.

G. Relax, make eye contact, and project confidence.

H. Treat everyone you meet with respect.
Job interviews will never be a moment of comfort, but they can be great learning experiences as well as opportunities to make connections; even if the job isn’t a fit, you never know when you might cross paths with that person again; use the situation advantageously.
Top 10 Mistakes to Avoid in a Job Interview
Top 10 Mistakes to Avoid in a Job Interview

1. Don’t arrive late
2. Don’t dress inappropriately
3. Don’t be dishonest or misrepresent yourself
4. Don’t “wing” the interview (Practice and do your research)
5. Don’t talk, talk, talk
Top 10 Mistakes to Avoid in a Job Interview

6. Don’t ask too many questions
7. Don’t talk negatively about past employers; don’t bad-mouth anyone
8. Don’t bring in your cell phone!
9. Don’t brag (difference between bragging vs. articulating your achievements and displaying confidence)
10. Don’t lose your energy (maintain eye contact & listen attentively)
Follow-up/ Self-Assessment

A. Do a self assessment; consider your values, interests, personality, and skills; determine what you're good at and what you enjoy doing

B. Set realistic goals for yourself

C. Develop a focused plan to achieve results

D. Invest in yourself (professional development)

E. Treat every day as a learning experience and an opportunity to impress
Inspiring Leadership in Today’s Youth

Many City of Irvine employees hold a masters degree in public administration (MPA), so it may be interesting to note how time is changing the field. David Pierce (AS), along with two other gentlemen, solicited demographic data from California’s public MPA programs to study the change in the programs from years past.

At the “Generation Next in the Public Workplace” conference, sponsored by California State University, Fullerton, and the International City/County Management Association, Paul Peretz, director of Fullerton’s MPA program, stated, “over the past five or six years, I have been seeing more and more young people apply to our program – so many, in fact, that the characteristics of our MPA student population are changing.”

Currently, Fullerton’s MPA Web site describes the “traditional” student as “someone working full-time in the public sector or a nonprofit organization, who has been out of school for three or four years.” However, if the seats in MPA classrooms are being filled with younger students, is this description still accurate?

The results of Pierce’s study show that from 2001 to 2007, the proportion of California MPA students under age 25 years has increased by 55 percent. Local programs, CSUs Fullerton and Long Beach, have seen an increase of 200 percent.

Frank Benest, former city manager of Palo Alto, was surprised and encouraged by these findings. He cautioned that although these trends seem positive, they do not indicate a solution to the next generation crisis – the ability to fill management positions of retiring Baby Boomers. “These data show that internships will be an even more important hook to pull people into local government,” he said. “And practitioners must make an effort to give this younger cohort guidance and direction.”

The importance of internships cannot be overstated as the proportion of MPA students with work experience is shrinking. New job preparation components needed to prepare these young professionals. As Joseph Donahed, city manager of Hughson, said, “managers need to take an individual under their wing and really focus on giving that person the real-world experience needed to become a public administrator.”

This does not have to be an overwhelming task. “I can’t fix the whole problem of preparing the next generation by myself,” said Ken Pulskamp, city manager of Santa Clarita, “but I can make sure that my intern has a really positive experience.”

Community Development Gets a Little Greener

The Community Development department is taking the next step to promote a greener workplace by replacing 10 light bulbs in their lobby with more energy-efficient bulbs. These new Visual DNA bulbs:

- Run significantly cooler than halogens, reducing energy demand on air conditioning, resulting in lower heating and air conditioning bills
- Allow 8-watt bulbs to replace 20-watt halogens currently in use. This will yield approximately a 60% reduction in energy
- Can last over 50,000 hours guaranteed vs. 2,500 hours estimated for halogens
- Save 338,400 watt-hours per year (10 bulbs x 12 watts saved per bulb x 12 hrs. (per day) x 235 days per year)
- Do not require a change-out for 8 years, hence no bulb inventory necessary
- Save 2,707,200 watt-hours saved over the lifetime of the bulbs (8 years x 338,400 watt-hours saved per year per store)

TRANSITIONS

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<th>New Employees</th>
<th>Nida Watkins (PS)</th>
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<tr>
<td>Justin Brower (PS)</td>
<td>Program Specialist</td>
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<td>Sergio Morales Reyes (PS)</td>
<td>Police Recruit</td>
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<td>Laura Murphy (CS)</td>
<td>Police Recruit</td>
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<td>Jeanna Core (PS)</td>
<td>Community Services Specialist</td>
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<td>Eloissa Larios (PS)</td>
<td>Administrative Secretary</td>
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<td>Amanda McLean (PS)</td>
<td>Public Safety Dispatcher 1</td>
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Retirements

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<th>Ronald Carr (PS)</th>
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<td>Police Officer</td>
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<td>Senior Project Manager</td>
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Promotions

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ADOPT-A-PET

Hi, my name is Pearl. I am a 4-year-old spayed female tuxedo cat. I am sweet, funny, quirky, and so much more. I have a sense of humor that most cats don’t have. I love to sit on laps and stretch out on a couch. It’s depressing to wait here for a great family to fall in love with me, so I have gained a few pounds, but I am a fabulous feline that will make the purr-fect friend for you!